

Well--
and

Speak Well
—and Win!

WILLIAM P. SANDFORD

Speak Well —and Win!



A Short Cut to Results

Whittlesey House

MCGRAW-HILL BOOK COMPANY, INC.

New York

London

SPEAK WELL—AND WIN!

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SECOND PRINTING

*This book is produced in full compliance
with the government's regulations for con-
serving paper and other essential materials.*

PUBLISHED BY WHITTLESEY HOUSE
A division of the McGraw-Hill Book Company, Inc.

Printed in the United States of America, by The Maple Press Co., York, .

To
Kathryn Johnson Sandford

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A Sample of Effective Talk

Eric Johnston, young business leader, appeared recently before—of all things—an audience of farmers. And he won them!

No stuffed-shirt, formal speaker reading a ghost-written pronouncement, but a vital, enthusiastic man with a vision and a message, he quickly won attention. He communicated his vision: that all groups must prosper, none be ignored or depressed. He illustrated it, in terms that his hearers understood: terms that had their roots in the soil of America. He motivated his hearers, by pleading for old-fashioned American freedom to think and to act. He activated them by his personal force, and by challenging them to help cut governmental red tape and bureaucratic bungling.

When he finished, he got an ovation: farmers standing, clapping, cheering.

“Wonder if he could be elected president,” was the talk in the convention corridors five minutes later.

That, my friends, was effective speaking.

THE FOUR CONSTANT AIMS

THE FOUR CONSTANT AIMS

For action-getting speeches, four constant aims must be accomplished. They are:

1. Communicate
2. Illustrate
3. Motivate
4. Activate

You must *communicate*: Get your ideas *to* your hearers.

You must *illustrate*: "Show the picture" vividly and clearly.

You must *motivate*: Show that the action you desire will satisfy the vital wants of those to whom you speak.

And finally, you must *activate* your hearers: Not only make them *willing* to act, but *suggest* action; start them acting; *see to it that action is taken*.

Every highly effective speaker you've heard did these four things: not two or three of them, but all four. When one of them is omitted or poorly done, the speaker may be praised, but he doesn't send out people determined to act. When all four are accomplished, people march out "carrying a flag." The desired action follows automatically.

Plan your talks with these Four Constant Aims in mind. While speaking, ask yourself, "Am I communicating my ideas to these people? Am I making them see the picture by examples, descriptions, and other details? Am I motivating them by stating appeals in terms of human wants and desires? And, finally, am I suggesting action, asking for action, pointing the way to action—in short, activating the audience?"

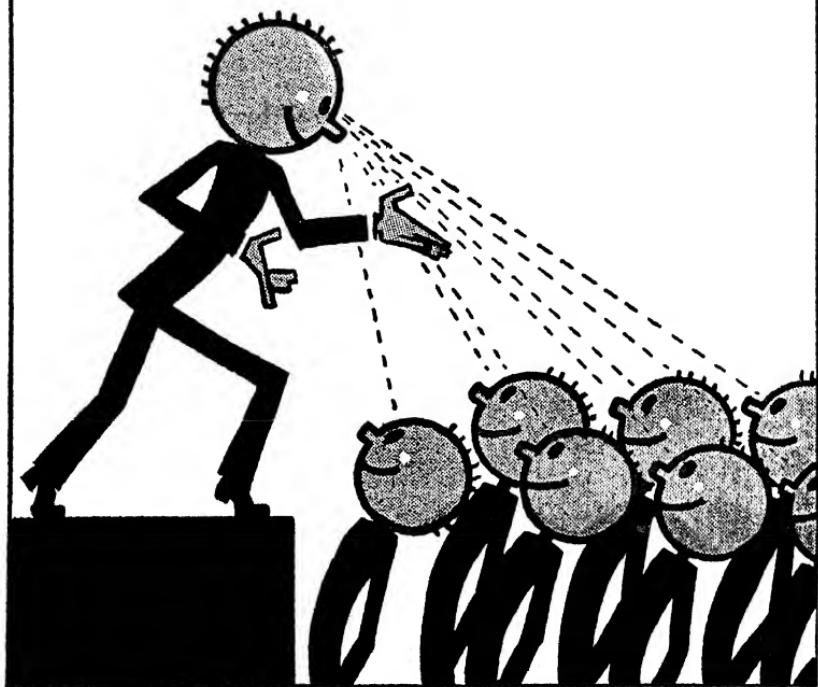
There's a term for the speech that has these four qualities: C-I-M-A (communicate, illustrate, motivate, activate).

Put C-I-M-A into your speaking!

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COMMUNICATE

"Get it across"



1. COMMUNICATE!

A speech is not a manuscript, or words, or platform manners, or a silver voice, or gestures, or a release for tomorrow's newspapers. It is vital give-and-take conversation with the hearers—the exchange of ideas, feelings, moods until the will of the audience is fused with that of the speaker. It is, in the highest sense of the word, communication.

HOW NOT TO DO IT

A speaker is introduced: "Senator Humdrum, who has done so much for our cause . . . "

Senator Humdrum arises, all eyes focused on him. He clears his throat with a mighty "harrumph" and intones, "Missterr Chairman, disstinguished guests, ladeez and gentlemen, members of the XYZ."

You can feel the audience wilting. Already they know pretty well what's coming. They don't think that they are going to like it.

The good senator, smug and pompous in the afterglow of a cordial introduction, then tells a story. (Everyone has read it in last month's *Reader's Digest*.) There is pained but dutiful tittering, and blank, set smiles appear on the faces on the platform. The senator, having "won his audience by his opening remarks," then pulls a bulky manuscript from his pocket, spreads it carefully on the speaker's stand, adjusts the microphone, and begins *to read*.

Ho-hum! The audience settles back in its chairs. The senator drones on, eyes fixed on the manuscript, except now and then when he looks up to take a stand for justice or Americanism. Each time he looks up, someone, after an embarrassed pause, leads a scattering round of hand clapping. But it doesn't mean much, for the buzz of whispered conversations

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can be heard around the auditorium, and here and there someone rises quietly but with grim determination and goes away from there. Those who stay in their seats have long since gone away mentally. The ordeal ends at long last. The speaker gets dutiful but perfunctory applause. He's happy; they're *tired!*

Do they go out and do something that he has advocated? Do they resolve to follow his advice? They do not! Simply and solely, they're glad he's through!

Is your speaking, by any chance, like that?

Chairmen of the board, presidents, and sales managers are occasionally guilty of such speeches before helpless groups of employees. Doubtless many whose speeches follow the Senator Humdrum pattern are able men who simply do not realize that COMMUNICATION must be a constant aim. Only when a speech reaches the hearers can it hope to succeed.

WHAT A SPEECH IS

A speech isn't a typewritten manuscript to be read aloud. It isn't headlines in tomorrow's paper. It is ideas, facts, feelings, and attitudes that the speaker wishes to communicate to his hearers.

There are always two parties to a speech: the speaker and the hearer, actor and re-actor. There is constant communication: the hearer attentive, interested, saying, "Yes, that's right; I agree," and the speaker talking *to* him and "getting across" a vital message.

Why is it that so many executives who are forceful, direct, and communicative in talking across a desk to one or two men—who know what it takes to persuade the individual—are as impersonal as a microphone when they stand before a larger audience?

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Why is it, when a speech, essentially, is an enlarged conversation?

Perhaps the speech is more carefully thought out in advance; probably it calls for a slower, more distinct utterance; but these are mere incidentals. The same manner, the same handling of ideas and facts, and the same "salesmanship" that persuades the individual will be effective before a dozen people or a hundred or a thousand. And the watchword of that kind of talking is COMMUNICATION.

HOW TO COMMUNICATE

In rehearsal and in actual speaking, maintain a sense of communication.

Watch your audience before you are called upon to speak. Study their reactions and apparent mood.

As you approach the speaker's stand, look at the first few rows of people.

In a large audience, pick out "key" people in various parts of the hall, and talk as directly with them as if conversing personally. Look at individuals, not above their heads or down at the floor or out into space. Being "eye direct" is important.

Be physically direct, too. When you've established eye contact, try leaning forward slightly toward your hearers, putting more of your weight on the balls of your feet. This brings you nearer to them, not only physically, but mentally.

Try pointing your finger, motioning with the open hand or the closed fist, or gesturing at the individual toward whom you are looking. Don't be afraid of emphasizing by change in volume, pitch, or rate of speech or by frowning, smiling, or pounding the table. The object is to communicate: to hold attention. The *how* doesn't matter: it's the *what*. Anything that aids effective communication is good speaking.

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Aim your whole speech: ideas, facts, words, voice, and body, at the hearer. Get that philosophy and you are on the way toward really effective speaking.

Practice before a full-length mirror can help you in mastering these first steps. How do you look as you stand in a speaking position? Erect, not slouching? Poised? Controlled? Hands hanging easily at the side, or gesturing? Face alive, expressive? Stand erect, in a comfortable, balanced position, feet a short distance apart, with one foot advanced. Throw out your chest. Shift your weight forward on the balls of the feet. Then go into action: Practice your speech, concentrating on communication. Isn't that a better way than to hang onto a pulpit or rostrum and drone through a manuscript?

Watch Your Audience

During a speech, watch your hearers closely. Their reactions will tell you whether or not you are "going over." If they are attentive, looking back at you, and apparently interested, you are on the right track. If they are leaning forward to hear better and registering enthusiasm and interest facially, so much the better. Applause (coming promptly after emphatic statements) and laughter (when your joke or story hits its climax) are further good signs.

On the contrary, if your hearers are blank-faced, slumped down in their chairs, reading programs or newspapers, "doodling," playing with watch chains, or whispering, it is up to you to do something to win back their attention. Select some individual and talk more directly than ever to him. Turn on more "steam" in delivery. Increase your enthusiasm. Vary your ideas or your manner. Slow down your rate of speech or speed it up. Pause. Tell a story. Make a dramatic statement. Do something! It is your job to revive attention

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and to reestablish communication. You can read your success or failure in the faces and behavior of your hearers.

A speech, let us repeat, involves two parties: speaker and hearer, actor and re-actor. Both must be functioning. Speech is *communication*.

Mental Attitude Important

A communicative mental attitude is, of course, more important than the use of the eyes or any other physical detail explained above. A man who lacks faith or enthusiasm for his subject and purpose can't work up very effective communication.

The desire and determination to communicate are at the very foundation of an effective speech. The speaker should be able to say to himself, "Here I have something that I earnestly desire to tell these people. I believe in it sincerely. I believe it will benefit them. I am going to reach them with it."

To aid communication further, the speaker should know and respect his audience. If he can say, "I know these people; I understand their viewpoint, their wants, and desires; I know what their attitude is at the moment; and I shall be in harmony with them when I talk, because I not only know them but I like them," he is truly in a position to communicate effectively.

The will to communicate and a sympathetic understanding of the hearer—these are important preludes to effective speaking. The wise speaker will qualify himself in both respects.

IN SHORT

Set up COMMUNICATION as a constant aim.

Do not be a Senator Humdrum
Communicate with each hearer

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Look at each hearer
Lean toward the hearers
Keep their attention
Watch their reactions
Have the will to communicate
Know your people

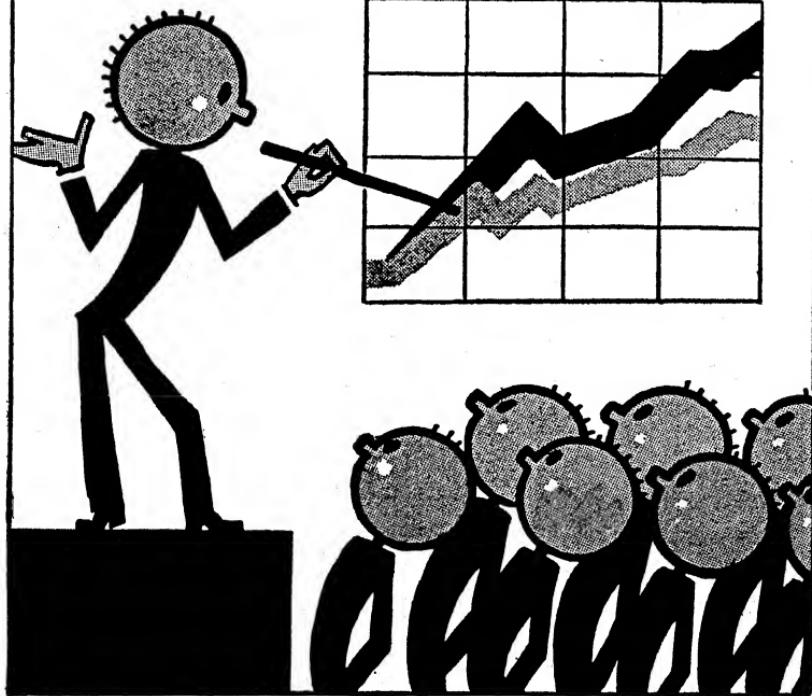
In a newsreel the other night President Roosevelt spoke. His eyes sought out yours. He peered at you as he said, "It will be a better year." He nodded his head at you confidentially, and his expressive features helped to convey a message of grave hope. Claude Wickard, Secretary of Agriculture, and Elmer Davis talked, too. The Secretary recited something about rationing and food, with an unchanging, genial countenance and a "flatland" voice. He didn't look anywhere in particular except when his eyes dropped to his notes. Elmer Davis knew his speech better, but through horn-rimmed glasses he looked out into space—not at you.

Of these three, which speaker best observed the commandment: COMMUNICATE?

THE FOUR CONSTANT AIMs

ILLUSTRATE

"Show the Picture"



2. ILLUSTRATE

Time and again some self-appointed critic declaims: "The most important thing is for the speaker to know his subject." If that were true, our scholars, scientists, and philosophers would automatically be our great speakers. What the speaker must be able to do is to translate his knowledge into the language of the people, to show the picture so vividly that none can fail to see.

WHY HIDE MEANING?

"I told him all about it, but he just couldn't see it," said a discouraged businessman after an interview.

"You are too dumb to understand anything," an exasperated government official is reported to have told an audience in Washington.

"I'm afraid my students lack the perception that would permit them to comprehend my hypothesis," sighed a professor of literature.

We wonder!

Whose responsibility is it that the hearer shall understand, that he shall see the picture, that he shall grasp the meaning? And may you excuse your failures in speechmaking on the ground that your ideas or language are above the grasp of the common herd?

Why hide meaning? Why not assume that your hearers will understand, if only you show them the picture clearly and vividly enough? After all, if speech is communication, it is your job to see to it that your words are clear, your sentences easily followed, and your ideas made striking by sufficient illustration. It is your fault if people do not understand.

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Knowledge Isn't Everything

When the self-appointed critic declares with authoritative finality, "The most important thing is for the speaker to know his subject," he is uttering a dangerous half-truth. Of course a speaker should be well informed, *but* he has an equal responsibility: to translate his information into words that the hearer will understand, to show the picture so that his ideas register, unmistakably, on the hearer's mind.

The second commandment of the effective speaker is:
ILLUSTRATE! Show the picture!

HOW TO ILLUSTRATE

Let's look at an example or two.

An auditor mounts the platform to give his annual report on the business of a large corporation.

"Diversity of operations has been a stabilizing factor in our financial status," he drones. The audience—intelligent though it may be—prepares for the worst.

Don't do it that way. Illustrate your ideas; put them in form that the audience can see, hear, feel, touch, or taste. Suppose the auditor were to begin this way: "The strength of our company is like a cable, woven of strands of many colors."

The audience wakes up. It visualizes the woven cable, with the red, black, blue, and yellow cords. It *sees* the idea and mentally compares it to something that it understands. Because the idea is *illustrated*, it commands attention. It "gets across."

Take a historical case. In 1858 Lincoln had the problem of making clear his argument that slavery, if unchecked, would break up the Union. In the academic language so popular in his time, he might have come out with something like this:

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"The schismatic tendencies accentuated by disputation over the institution of involuntary servitude and complicated by racial antagonism may eventually disrupt the structure of constitutional government."

But Lincoln did not speak that way. Instead, he showed the picture. What he did say is a part of American history:

"A house divided against itself cannot stand. I believe this government cannot endure permanently half slave and half free. I do not expect the Union to be dissolved; I do not expect the house to fall; but I do expect it will cease to be divided."

His idea was made so vivid that Lincoln became a logical candidate for president. He illustrated with telling effect.

Compare!

Lincoln cast about in his mind until he found some familiar object, some everyday truth, to which he might compare his idea. He found it in the picture of the house divided against itself.

It is your job, as a speaker, to do what Lincoln did: *compare* your ideas to something that the audience understands. That's the first method of illustration.

"But," you may object, "my ideas are so complex and difficult that I can find nothing to which to compare them." Nonsense! When you have clarified your own thoughts, turn your mind to the task of clarifying them for your hearer. Find something in Nature, in everyday life, in the school, in the church, in the home, in the office, or in books that you can liken to your idea.

Here are some examples of good comparison:

"An unsold surplus is a blood clot in the veins of business."

"The states, by their antitruck regulations, have built Chinese Walls around their borders."

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"If it is prudent to have reserve funds on deposit at the bank, why not store reserve funds of health and vitality to meet the stress of emergencies?"

"We do not propose to stand at the doors of Congress asking for handouts, like a beggar with a tin cup."

Comparisons may often take the form of anecdotes, humorous stories, and historical cases that bring out a moral similar to the idea which you are seeking to illustrate. Lincoln's famous use of the story about the wife who, with equal impartiality, cheered her husband and the bear that he was fighting, calling, "Go it, husband! Go it, bear!" made vivid his policy of "hands off" in a political dispute. An apt story will often be the most effective method of illustration.*

Contrast!

Illustration by showing that your idea is *like* something familiar is only one method. Use also the principle of contrast: show the *difference* between your suggestion and some familiar (but possibly disliked) idea.

"Under the present plan, five boards have something to say about food; under my plan, the responsibility would be centered in one man."

"This I offer you is plain and simple; that, complex."

"The old idea was to train your salesman in a school at the central office. It worked pretty well, but often problems were encountered on the road that had never been envisioned at the school. . . . Under *this* plan, gentlemen, skilled supervisors will take the salesman out into his territory. They will help him to solve actual problems as they are met."

"Which is better, a system of rewards that encourages employees to submit new ideas, or a mechanical routine that dulls inventiveness

* Start a scrapbook of humorous stories and anecdotes. You will be surprised at its convenience.

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and makes robots out of our workmen? Which will promote better work, better feeling, and greater efficiency?"

Cite Cases

Fortify your statements with specific facts or examples. If you would make the story of the Red Cross vivid, don't be content with generalities. Tell in vivid fashion some actual cases in which its use of blood plasma or its family-welfare service or its flood-relief program saved lives.

Don't let down the cynic among your hearers. Satisfy his mind by quoting enough examples so that he will say, "Yes, you're right. Those cases prove your point."

Use both the briefly phrased reference to instances that are common knowledge (for example, in a speech about the divorce problem, cite current court cases) and the fully developed, dramatic narrative that gives the striking facts about some one case. The story of the destruction of Rotterdam by Nazi bombing planes told in detail, for instance, would have more dramatic persuasiveness than simple references to numerous cases of destruction.

Quote Testimony

Has some one phrased in vivid and effective fashion the point you wish to impress? *Quote him.* Has some expert defined a difficult theory in crystal-clear words? *Let him speak for you.* Are witnesses capable of proving that your general conclusions are true? *Bring their words before your audience.*

Depending upon testimony alone to illustrate your points is ineffective, but it has its place in the equipment of any fully competent speaker. A. E. Phillips* says, "It is just as if I brought another speaker on the platform with me, and he were to say, 'This speaker is right. His ideas are my ideas.' "

* In his *Effective Speaking*.

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Make Figures Clear

Statistics help to prove points. But they may easily befuddle the audience. So make them clear. Keep them simple. Use round numbers. Don't use too many.

Often it is necessary to visualize figures by using charts. If tables must be used, printed or mimeographed sheets, passed out to the audience at the time the figures are to be introduced, will be helpful.

Be sure to convince your hearers that the figures you quote are reliable: from a dependable source, truly representative, and not juggled.

Use Visual Aids

Why not take advantage of the fact that visual memory is the strongest of all types with most people? Why not supplement your talks with charts, blackboard drawings, slide films or film strips with or without sound, or moving pictures?

Charts—well designed and well presented—can be of great value. Be sure, however, that you have them made *large enough* so that they may readily be seen, that they are *simple enough* to be instantly understood, and that they are displayed from a height sufficient to be seen without difficulty by all members of the audience.

The size of a chart and the nature of its contents depend mainly upon the size of the audience and of the room in which the chart is to be shown. Better check up on these circumstances.

Simplicity suggests that only one idea be illustrated on one chart. If you wish to present a series of ideas, have a series of charts, or consider slide-film or film-strip presentation.

In presenting a chart, *stand at one side of it*, not in front of it! Use a pointer if you wish to indicate details of your picture.

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Maintain communication with your hearers by eye directness during presentation.

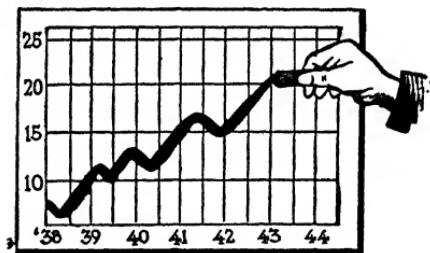
The types of charts are many, and interest in graphic presentation of ideas is evolving new forms. Here are a few that have proved useful:



Cartoon-type chart.

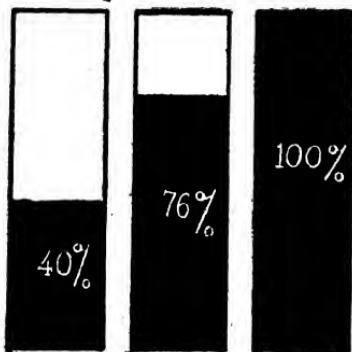
The cartoon-type drawing. It has the advantage of emphasizing only the point that it is desired to illustrate. All unessential or irrelevant material is eliminated.

The line-and-curve chart, to show gains or losses during a period and similar statistics.



Line and curve chart.

Percentages

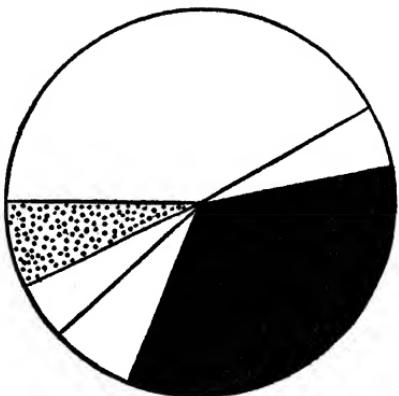


Area or volume chart.

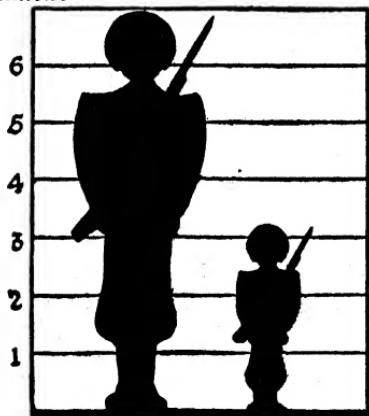
The area chart, which compares volume or size by relative areas.

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Pie charts, especially good in showing how the consumer's dollar is divided, the cost of various departments, and other similar points.



Millions



Semi-pictorial volume chart.

Bags of wheat, stacks of money, men of various sizes, etc., to show relative number or volume.

For competent drawing, good appearance, and general satisfaction, engage a professional artist to draw your charts. A chart amateurishly produced and executed in a slovenly manner will not help you to make the desired impression on your hearers.

The "chalk talk," or use of a blackboard during your speech, is a substitute for charts. Its advantages are greater informality and apparent spontaneity. Keep your drawings

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simple; be sure that they are clear; and *don't lose your audience* by turning your back on them too long!

The dramatized presentation, in which you call one or more assistants to the platform to illustrate your ideas by a skit, is highly effective if well written and well acted. Thus, an effective sales interview may be demonstrated, and the principles of correct approach, proof, and close made clear. If you are not an expert writer of such skits, call in a professional writer to prepare the script.

Slightly more formal, and requiring considerable time and effort in preparation, are the slide films or film strips, with or without sound, and the moving picture. For instructional purposes, the film strip is generally accorded first place; whereas the moving picture is regarded as best for entertainment or for dealing with large groups of the general public.

All these examples are merely to illustrate the injunction: Don't ignore the use of visual, or visual-auditory aids, in showing the picture.

THE NEED OF ILLUSTRATION

ILLUSTRATE! is indeed a commandment for the speaker. He is talking to people whose attention is drawn by vivid pictures in advertising, whose ears are attuned to dramatic stories and (sometimes!) to vivid and compelling radio language, and whose national pastime is movie-going. How silly it is, in such a time, to expect an audience to listen to dull generalities and colorless words!

You are competing against color, sound, and action, Mr. Speaker. Your only solution is to use color, sound, and action.

IN SHORT

Illustrate your ideas

Show the picture

THE FOUR CONSTANT AIMS

- Use clear, vivid words
- Compare and contrast
- Cite living cases
- Use striking testimony
- Make statistics vivid
- Use visual aids or demonstrations



"It may seem a far cry from your farm to a bridgehead on the Solomons; but a vital, pulsing lifeline of food reaches from you to every fighting front."—
REAR ADMIRAL BRETT YOUNG, U.S.N.



"Last week several tons of steel girders that were being hoisted to the twenty-fourth story of a building under construction came crashing down and hurled four men working on scaffolds to their death. . . . On the same day a truck driver swinging around a corner struck a little girl who was crossing the street and she was borne back lifeless to her mother"

"These are not exceptional happenings. Last year there were 95,000 such accidents in the United States, 10 million other serious accidents, and a monetary loss from such accidents of at least 10 billion dollars. . . ."

"The story, however, cannot be told in bare numbers. It must be told also in human terms, in the lifeless forms of little children, in crushed and bleeding bodies, in ruined hopes, in broken hearts. Then it becomes a drama, a tragedy stretching out into lifelong suffering and sorrow."—**ALBERT W. WHITNEY,**
National Safety Council.

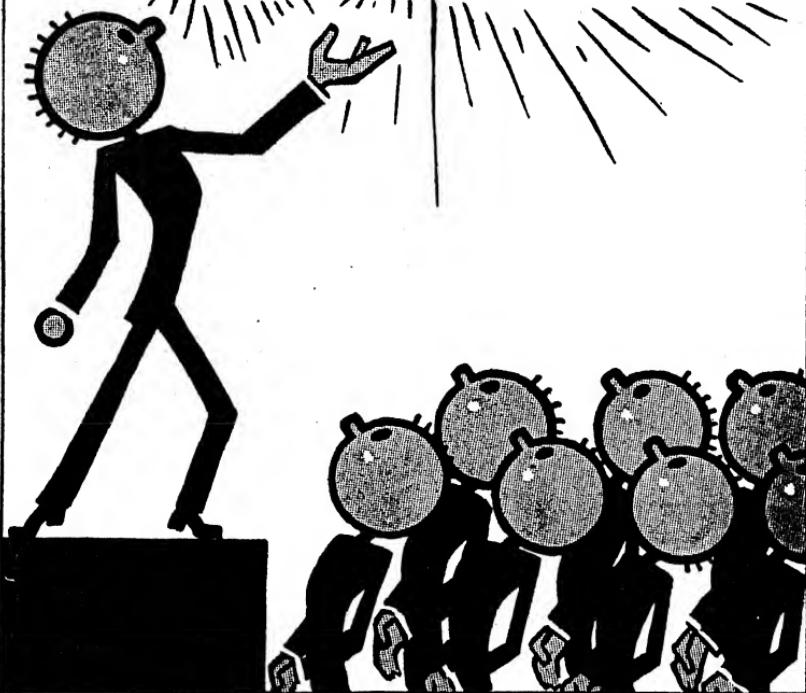
There was no mental blackout in these speeches. Admiral Young and Mr. Whitney turned on the light; they showed the picture.

Illustrate: and your audience will see.

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MOTIVATE

Self Preservation Ideals
Profit Unselfish Service



3. MOTIVATE!

The design for an effective speech is built not upon cold logic, but upon appeal to the wants and desires of men. Insurance is not sold because of actuarial statistics, but because of a desire for security for old age, protection for loved ones, freedom from the consequences of disaster. The successful speaker makes people want to act.

"I sometimes wonder what you men think of your jobs," began the president of a street-railway company, talking to conductors and motormen.

He got attention! Why?

Because *jobs*, translated, means food, clothing, family, recreation, security! Of course they snapped into attention. Their vital wants and desires were touched upon, *and men will listen when your talk motivates them to do so.*

People will neither listen nor act because they *ought* to; they will give attention and later do what you ask *only and if* you have made them *want* to take such action!

Therefore, the speaker has a third commandment: MOTIVATE! Persuade your hearers that if they will do as you suggest, they will *gain* something. Select your appeal, or appeals, with that in mind, and build your speech around it. Communicate and illustrate your appeal.

WHAT THE FAILURES SAY

The professor presents a learned—and inherently worthwhile—lecture. But his students sit in stony-faced reverie. Perhaps their thoughts are on the week-end football game—or on the bell that will end the period.

The professor fails. Why?

Probably because he has never realized that motivation is an essential part of good teaching. He has neglected to show

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his students not only that it is their *duty* to listen, but that they will gain something worth while, interesting, valuable, entertaining, or novel by listening.

The sales manager calls in his men, but his talk gets only perfunctory, polite attention, no real interest. He hasn't applied the first principle of salesmanship: to make his men *want* to listen!

The campaign speaker pleads for a worthy cause, but his appeal is weak because he presents it with a formal, logical "first, second, and third" and with ample evidence, but without appealing to the wants, desires, yes, even to the prejudices, of his hearers. He hasn't realized that, as Harry Overstreet,* one of our great teachers, says, "No appeal to reason that is not at the same time an appeal to wants will ever succeed."

Herbert Hoover, with sound economic ideas, couldn't sell them to a depression-ridden people in 1932. Cox and Roosevelt in 1920 were unable to make people *want* the League of Nations as an instrument of world peace. In each case, the opposition capitalized on more moving motive appeals and won!

CONSIDER MOTIVES FIRST

The secret of successful motivation is to consider early in preparation what your appeals are going to be. Too many speakers make a cardinal mistake: they build strong arguments or clear explanations first and then, perhaps, try to insert some appeals to the interests of the audience.

Consider how the advertiser or the top-line salesman does it. He studies the product or idea, of course, but always with the question in mind, "What is the *appeal* of this article? What will *sell* it to the consumer? What will make him *want* it?"

* In his *Influencing Human Behavior*.

THE FOUR CONSTANT AIMS

A leading automobile maker, in coaching salesmen, explained the features of construction that were distinctive in each part of the car, but always emphasized, not the mechanics or the engineering principle involved, but rather what each feature *would do for the rider* in terms of economy, comfort, safety, or appearance.

Ask yourself, early in preparation, then, this vital question, "What benefits will the action I am urging confer upon the hearer? How can I *sell* him my idea in terms of *his* interests?" Then you have put yourself in the proper frame of mind to proceed.

SPRINGS OF HUMAN ACTION

Phillips, in his famous *Effective Speaking*, classifies the impelling motives as self-preservation, property, power, reputation, sentiments, affections, and tastes. Hard-hitting Victor Alvin Ketcham,* in hundreds of lectures to business and industrial audiences, reduced the appeals to four: life, property, home, humanity. Other writers and teachers have compiled varied lists. These lists might be as long as the longest conceivable array of human wants. Let's review some of the outstanding appeals:

PROFIT. Show people that they will make a profit, and they will listen. Protection against loss, safety for one's investment, qualifying for better wages, all come under this head.

SELF-PRESERVATION. This so-called "nature's first law" involves not only protection against death, but greater health, freedom from suffering or illness, safety from accidents and injuries. Millions of dollars have been made by advertisers using this appeal.

* Professor of Speech, Ohio State University, and lecturer on effective speaking.

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RECOGNITION, LEADERSHIP, PERSONAL DISTINCTION. Witness the innumerable correspondence courses that have been sold, the toilet preparations that allegedly protect against offensive odors, the appeal of clothing advertisements.

ENJOYMENT, SATISFACTION OF TASTES, RECREATION, PLEASURE. "The Pause that Refreshes," the "thrill of the big game," pride of ownership in a rare painting, "flying the airways in your own private plane," the appeal of travel in strange lands, these and a thousand others are used by advertisers. They sell autos, paintings, homes, refreshments, cigarettes, cruises, ball games; why not let them work for you?

So far have been considered what might be termed motives of *personal gain*, or selfish motives. There are others, which might be classified as "idealistic or unselfish" appeals.

FAMILY AND FRIENDS. Point out to your hearers that your product or idea will protect loved ones, save them from disaster or unhappiness or poverty, or that it will do these things for their friends, and you get action. Witness the insurance advertisements: happy widow and child vs. unhappy, destitute widow and child; man returning from work joyously greeted by his tiny daughter—"one reason he won't let his life insurance lapse!" Action follows, of course. We *want* to do what is necessary to protect those near and dear to us.

UNSELFISH SERVICE: DEDICATION TO A CAUSE OR TO IDEALS. The glory appeal strikes a responsive chord in every human heart. Help protect the country; sacrifice yourself for the great cause; reach down and help those below; dedicate yourself to your church: these and similar appeals may prevail even over those to the welfare of family or to personal gain. Use them. The ad writers sell every conceivable idea by making such appeals. Can you afford to do otherwise?

THE FOUR CONSTANT AIMS

ALWAYS MOTIVATE

Man, we repeat, is a creature of emotions, of vital urges. He acts because he *wants* to act. Reason comes afterward, to justify and to rationalize action already taken or determined upon. That is why so many fine logical arguments fall upon deaf ears and hard hearts. Overstreet's slogan, that the appeal to reason never succeeds unless it is supported by effective appeal to wants, has proved itself true in instances too numerous to mention.

It makes no difference what type of speaking situation confronts you, or what your immediate purpose may be: MOTIVATION is a cardinal point.

Perhaps you seek only to make clear to employees what their duties are: but you must make them willing to listen and willing to master those duties. Hence: motivate!

Possibly you have to make an annual report before a board of directors or a stockholders' meeting. But even in such a case you must *interest* your hearers to get the kind of attention you want. That requires motivation.

It may be that you are to make a good-will speech to the Kiwanis Club, with sales talk barred; nevertheless, you should choose your illustrations and ideas in such a way as to create that good will, and that involves motivation.

If you are to plead for a cause, seek to inspire fellow workers, or get a new idea adopted, in other words, if you seek immediate action, motivation is obviously your keynote.

All this chapter is, in effect, a plea for the oldest canon of salesmanship: THINK IN TERMS OF THE OTHER FELLOW. Ask yourself, in starting preparation, "Why should these hearers be interested in my topic? What have they to gain? How can

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they benefit by learning or believing or doing as I suggest?" That is, in a nutshell, what we mean by motivation.

A STUDY IN MOTIVATION

Many of the present-day speeches in the next section of this book use strong motivation: *The Sixth Column* appeals to patriotism and self-preservation; *The Young Man's Physical and Mental Approach to War* to similar motives; *Will a Million Members Be Enough?* to property and profit, etc.

The speech referred to in this chapter, *Don't Hate Your Customers*, however, uses motivation on more everyday material: the subject matter of the manager, the sales manager, and other business executives. It was delivered in 1921 by Preston S. Arkwright, President of the Georgia Railway and Power Company, Atlanta, to conductors and motormen of the company.

Trace the motivation employed here: in the first section, Mr. Arkwright shows that, although conductors and motormen have a monotonous job, it is less monotonous than some other occupations. His opening statement, that of "wondering what you . . . think of the work you are doing," involves the *property* motive, of course; and then he appeals to *enjoyment*, at least in a relative sense, by his contrast between streetcar work and other occupations.

He then appeals to *pride* and *service to others* by showing how important, in a civic sense, the work of his hearers is. *Self-respect* and *trustworthiness* are touched upon: the company trusts the men with its expensive equipment; the public trusts them with its children.

In the paragraph beginning "These people are your customers," he reverts to the *profit*, or *property*, motive and then outlines constructive suggestions on what to do, followed, in the last six paragraphs, by repetitions of the appeal to *civic service*, *trustworthiness*, and *self-respect*. Implicit, too, are *property* appeals, as these relate to holding one's job and doing satisfactory work.

In direct motive appeal, in illustration, in communicative spirit, and in the activation material, this speech is well worth your repeated study.

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DON'T HATE YOUR CUSTOMERS*

PRESTON S. ARKWRIGHT

I have often wondered what you motormen and conductors think of the work you are doing.

You get up early in the morning, many of you before day, frequently in the cold of the winter—you have done it many days before. You go down to the barn, get out your car, same car you got out yesterday, take it out on your route, over the same old street you ran on yesterday, and the day before that. You turn on and off the current, put on and off the brakes, running along a familiar street that you have run on many a time before, to the end of the line. You pick up the controller handle, walk through the car to the other platform, then run back over the same route to the other end of the line. Then you pick up the controller handle, walk through the car to the other platform and come back again.

The conductor rides with you on the back platform, ringing the bell for you to go, ringing the bell for you to stop, calling out the same old streets when he calls them out at all. And so you go, 5, 7, 9, and 11 hours every day, day after day, month by month, year on year, in the rain, in the cold, in the sleet, Sundays, holidays, Christmases, finally reaching home again late in the night, some of you in the early hours of the next morning. Oh, the dreary monotony—if you think that way about it.

Even at that, it's no more monotonous than most all other jobs.

How would you like to be a bookkeeper, perched on a high stool making figures in books all through the day, day after day and year after year, seeing nothing but figures, engaging in no activities of any kind, simply recording figures of the results of work that other men do?

How would you like to be a mechanic turning threads on bolts, doing nothing else but this, shut up in the shop all day, just turning threads on bolts all the time, day after day?

How would you like to run an elevator, up and down the shaft, seeing nothing of the outside, just up and down the same shut-in

* Reprinted by permission of the author from *Addresses*, by Preston S. Arkwright.

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shaft all the time? I know a man who does this kind of work, and he is the happiest and most cheerful man I know. He runs the elevator in this company's own office building. He makes it his business to make things brighter for everybody that works in the building. You really ought to go up and take a lesson from him.

As I say, if you think that's what your job is, then that's what it is, and if you let your mind dwell on the monotony of it, then you will not only never amount to very much at it, but it will drive you crazy some day.

If you'll take the right view of it, you'll find your work altogether different from this. You are furnishing transportation service for a whole city. We people of Atlanta are very proud of our growth from a little crossroad village reduced to ashes in the Civil War to a city of over 200,000 inhabitants. This couldn't have been done without you—you made this growth possible. You've got more right to be proud of this city's growth than any other single enterprise in it. You've taken the greatest part in bringing it to pass.

We are very proud of the Candler Building, for instance, and the skyscraper office buildings that mark out the sky line of the town. The people who built them took especially great pride in them, so much that they gave them their names: Candler Building, Hurt Building, Grant Building, etc. These buildings couldn't exist without the work that you do. You transported the mechanics who put them up; you bring back and forth the tenants that occupy them. So you have had a part in the building of them. Your work entered into it.

We are very proud of our fine churches. Atlanta has an unusual number of fine churches with eloquent preachers and large Sunday congregations. These churches couldn't exist in the numbers they do except for the work that you are doing. There would be no congregations for eloquent preachers to preach to if you didn't bring them in. Why, the very reason you can't go to church yourselves is in order that there may be congregations for churches to hold.

You bring the teachers and the children to the schools. You are helping to educate the children of the community. They couldn't come to the schools except for the work that you do. So that your work, in part, is the education of children.

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Mr. Howard recently erected a very fine theater that's an ornament to the city. He is very proud of his theater, as he has a good right to be. The whole city of Atlanta takes pride in pointing to the theater Mr. Howard built. You helped to build this theater. You brought the mechanics to the job; you bring the audience to see the pictures. There couldn't be any theater without the work that you do. There wouldn't be enough people here to sustain it, and they couldn't get to it except for your work.

You take the workmen to the shops maintaining the equipment that runs the railroad. You run our cars all night taking the train crews to and from the railroad yards, and you bring the passengers to and from the stations. You have a part in the transportation system of the country.

There are many beautiful residence suburbs around Atlanta. There are thriving, growing, prosperous suburban towns such as Decatur, East Point, and College Park. Where would they be but for the work that you do? People couldn't live in the suburbs. They would be huddled in dark, unsanitary, congested tenement houses except for the work that you do.

So all the activities of the community, its entire prosperity and well-being and growth, depend on the basic fundamental service that you are doing. You are not simply turning controller handles and ringing bells. You are making possible the city and all of its activities, and you have a share in the accomplishments of everything worth while that anybody does here. This is why you have to get up in the morning before anybody else. This is why you have to stay at work until everybody else has gone to bed. This is why you work on Sundays, holidays, and Christmases. There couldn't be any other work in a city of this size but for your work, and there wouldn't be any Sundays or any holidays or any Christmases that people could enjoy.

You have got a right to be proud of the work you do. There is no other so necessary, so useful, or so valuable.

I don't know why it is, but I think it is true some people look down on streetcar men. I don't know what the cause is. Maybe it's a hangover from the days when we drove a mule, or because our transactions are in little money, or because we're so poor.

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Perhaps we are responsible for it ourselves. I think we have had a low estimate of our work and a poor opinion of ourselves. Nobody is going to think any more of us than we think of ourselves, that's sure. If we think we are common trash, then other people are going to think we are common trash, and common trash we are and will remain. So, above all, have a good opinion of yourselves and a good opinion of the work you are doing. Take a pride in it.

This company has confidence in you and trusts you. It entrusts to your charge the car, which is pretty valuable, costing from \$5,000 to \$15,000. It trusts you with its money. It trusts you with its responsibility for damage. It trusts you with its reputation.

The public has confidence in and trusts you. They trust their own lives and safety to your care. They put their wives and little children in your charge, confident not only that you will save their persons from injury, but will protect them from all harm.

You have a position of trust and responsibility and are performing a work of great importance.

Don't go at it just as a temporary or despised job to make a living out of. If you feel you've got to eat to live, that you've got to make a little money to eat and that's why you do this work, you are not going to get any happiness out of it and nobody is going to have any respect for you.

Sometimes we think the public is unfair and unjust to us. At times we are apt to believe it is our enemy. I won't let myself think that, and don't you let yourselves think that. It isn't true. It is not our enemy, but whether it is or not, don't think that it is. If you believe that the public is your enemy, then you are going to be an enemy to the public, and if you feel that way about it, or if I feel that way about it, we are unfit to stay in this business. We are unfit to serve people if we are unfriendly to them.

These people are your customers. You are furnishing transportation for pay. They are paying to ride on your car. Don't hate your customers. If you were running a grocery store or a dry-goods store or a clothing store, would you hate a person who came in to buy things that you sold? Now you are running a store. You've got charge of the car. You want people to ride with you. You want them to pay to ride with you. You ought to feel friendly with them when they do ride with you. Show your friendliness to them. Be glad to have

THE FOUR CONSTANT AIMS

them get on your car. Have a spirit of welcoming them. If you will show friendliness to them, they will show friendliness back to you.

I have never myself been discourteously treated by a motorman or conductor. I have never witnessed courteous treatment by a motorman or conductor of any other passenger. As a matter of fact, I have very rarely been discourteously treated by anybody. Generally, I think it is our own fault when we are discourteously treated. I know that some motormen and conductors do treat passengers courteously. Sometimes I think it is due to the fact that some passengers regard the motorman or conductor as a menial servant. They show this in their treatment, and naturally you resent it. Sometimes you have got a chip on your shoulder and you take offense when no offense is intended, or you've got a grouch and you take it out on the passenger. Naturally, he comes back at you.

Be considerate of passengers. This doesn't mean that you've got to apologize for living or that you must adopt a cringing attitude. It simply means that you are to put yourself in the passenger's place and treat him in the manner you would like to be treated by him. I am not talking about rules of etiquette. Pretense of good will or veneer of manner or slobbering over people is not going to get by. You've got to like the work and want to do it properly in order to do it right. If you will get the right spirit, all forms and rules of politeness will take care of themselves.

You run these cars every day, and a lot of the same people ride with you day after day. You know them. Show that you know them. Learn their names; speak to them by their names. There is nothing that flatters people more than to be recognized and called by their names.

You come in contact with a great many people. This company transported about 95,000,000 passengers last year, or about 260,000 a day. In the early morning you meet the mechanics going out to construction jobs; you carry the people to the mills and factories and workshops; the clerks and business people and sales people to the offices and stores and business houses; you bring in the school-teachers and the children to the schools and colleges; then come the women to shop in stores; you carry people all day on their various missions of business or pleasure or social intercourse. In the afternoon here come your passengers trooping back from the factories, the

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mills, the buildings, the shops, the schools, the stores, and the offices. You bring the husband back to the wife at night and the mother back to the children. You reunite the families at home. You bring them out again to the amusements in the evening. You've got a part in all their various activities. Not only this, but your treatment influences their happiness and the character of their work.

If you are grouchy in the morning, you pass the grouch on to the men and women who go into the factories, the mills, the shops, the schools, the offices, or the stores. You spoil their day. They pass on the grouch they have got from you to the people with whom they come in contact. If you pass your grouch on to the returning passengers at night, they pass it on to the home circle. If you are cheerful and happy, you will better the work and lives of all these people you transport and all of the people with whom they come in contact. Nobody made us engage in this work; nobody keeps us in it against our will. If we don't like it, let's get out of it. If we stay in it, let's be happy about it.

You owe it not only to yourselves and to the company, but you owe it to all the other men in this business with you to have the right attitude and spirit toward this work and conduct yourselves so as to deserve the respect and good will of the public you serve.

Sometimes in an organization this large, a dishonest man will creep in. The passengers notice this man knocking down fares. They immediately say that all street-railway conductors are damned thieves.

Sometimes the motorman or conductor will be uncouth and rude or even insulting, we'll say, to some lady passenger. The passengers who observe it will say that all motormen and conductors are boors.

Whatever one motorman or conductor does reflects on all the other motormen and conductors. So not only get the right attitude yourselves, but interest yourselves in seeing that all the others have the right attitude. Let's raise the public's estimation of the streetcar man.

If we have respect for ourselves, the proper appreciation of the work we are doing, and the right attitude toward our customers, we will deserve the respect of the public and their cooperation and support. And when it comes to pass that we shall get them—as it surely will—how happy we will be.

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OH YES, YOU CAN

Did you say to yourself a moment ago, "But *my subject* doesn't lend itself to motivation?" Shame on you. Every subject has in it one or more of the great springs of human action. It is your job to find and use them.

Every subject—*including yours*—lends itself to motivation. Put your appeals in terms of human wants, desires, and interests, and you will get the action you want.

IN SHORT

Know what your hearers want
Show you can satisfy these wants
Show profit
Show self-preservation
Show recognition and leadership
Show enjoyment
Show family will benefit
Show the road of ideals and service
MOTIVATE—OR FAIL!



The arguer must first arouse . . . a real want to know what is being argued about, a real wish to understand, or his argumentation is only words. The trouble with most arguers is that they are in too big a hurry to unload themselves. They forget that, preliminary to the unloading, there must be awakened . . . an eagerness, a want.

That perhaps is the best piece of advice which can be given to would-be persuaders, whether in business, in the home, in the school, in politics, etc.: first arouse in the other person an eager want.

*He who can do this has the world with him. He who cannot walks a lonely way!—H. A. OVERSTREET, *Influencing Human Behavior*, 1925.**

* Chapter II of this book, dealing with "The Appeal to Wants," is still, in this author's opinion, the most interesting and instructive discussion of motivation in print.

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ACTIVATE

"Let's go!"



4. ACTIVATE!

Have you ever made what you believed to be a successful speech only to find the next day that it had not changed any individual's conduct one iota? The gap between a speech received with evident approval, and definite action, is one that must be bridged. This is the highest challenge to a speaker's ability.

The finest motor car in the world is only so much steel, wire, upholstery, and paint until *it moves*. You have to *activate* it; turn the switch, step on the starter, throw in the gears, and steer, before it becomes dynamic transportation.

An army division may exist on paper, every detail worked out, but it does not come alive until men, munitions, and equipment are assembled and trained. This is activation.

A speech, too, must activate its hearers.

A story contrasting the speaking of Cicero, the great Roman, and Demosthenes, the dynamic Greek, comes down to us from ancient times. It illustrates the absence or the presence of activation:

When Cicero concluded one of his eloquent addresses, it is said, the Romans used to crowd around him in the Forum and exclaim, "What a beautiful speech! What noble ideas! What lofty sentiments! What splendid delivery!" But often they failed to do more; they weren't activated.

On the other hand, when Demosthenes finished one of his action-packed appeals, the Athenians would shout, "Let us march against Philip! Let's go to war with this aggressor from Macedonia." *They were activated!**

* This old story is unfair to Cicero, for often he did rouse people to all-out action, as against the conspirator Catiline or Mark Antony. But on many occasions he merely made "beautiful speeches," and that kind of speaking has been associated with his name for 20 centuries.

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You have a choice of which kind of speaker you will become, the artist who receives compliments and applause or the man who stirs others to action.

HAS IT HAPPENED TO YOU?

Have you ever made what seemed to be a successful speech and received ample applause, created apparent enthusiasm—only to wake up a short time later to find that you had not influenced the actual conduct of individuals by even the thickness of a hair? Has the old poem ever echoed in your mind at such a time:

The lesson was ended,
The scholars descended;
The eels went on eeling,
The thieves went on stealing;
Much delighted were they,
But preferred the old way!

Doesn't that express exactly what happens after many a thoughtfully prepared and earnestly delivered attempt to influence human conduct? Isn't it true in *your experience* that there is a gap between the enthusiasm that may prevail at the end of a good talk and the attainment of the action at which it was aimed? Doesn't a cooling-off period often destroy the effect that the speech has built up?

How can you bridge that gap, how prevent that cooling-off period from ruining the effect? This is the most neglected phase of effective speaking, and the one that should receive the most careful attention. Right there is the dividing line between the many good speakers and the men and women who actually get results by their talk.

If you would bridge that gap and make your speeches count in terms of results, you'll be vitally interested in the speaker's fourth commandment: ACTIVATE!

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SPEECH IS A LIVING THING

A speech, let us remind ourselves, is not words written on a piece of paper, nor is it voice, or gestures, or inflections. It is a *living* thing. It is something that takes place between the minds and feelings of the speaker and his hearers, an electric something that is touched off by the contact of vivid communication. When the spark is ignited, the speech is born. It is vital, human communication. Activation of the hearer can take place only when this spark occurs. And to ignite it, the speaker must do two things:

1. He must be activated himself.
2. He must activate the thoughts, words, and sentences of his speech.

BE ACTIVATED YOURSELF

A sincere desire—emotional as well as mental—to *achieve your goal* is the starting point of activation. Sincerity plus purposiveness is your formula. Keep the goal in mind as you talk. Be enthusiastic, eager, determined.

“What you are gets across far more than what you say,” remarks Colcord. It’s true! If you single-mindedly want action, you are quite likely to get it.

Remember that like begets like. If you are alive and alert, both mentally and physically, you will stimulate life and action in your hearers.

Come out from behind that speaker’s stand. Take off the horn-rimmed glasses. Get rid of that poker face. It’s fine for concealing thought but a failure when it comes to arousing enthusiasm. Be a real person, talking to real people!

Don’t be afraid that your dignity will suffer. Dignity is the last refuge of the stuffed shirt and the high-hat. Let your ideas

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and your honest convictions take the place of dignity, and if those ideas and beliefs are good, you'll rise, not fall, in the esteem of your hearers.

A speech, remember, is ideas, facts, and feelings in action. How can you activate others if you yourself are stiff, inhibited, stodgy?

"We speak," says Woolbert,* "not with voice only, but with our whole body." So let's get on a high, vigorous level of activity. Then our hearers will come alive and stay alive.

Take a lesson from the actor, who behind scenes swings his arms, flexes his muscles, and "tunes up" physically for action; or from the salesman, who raises his activity level by a brisk walk before tackling a difficult prospect. Warm up for action, and go into action. Practice active speaking. Swing your arms, pound the table if necessary, and thus free yourself from inhibitions and timidity.

Don't be afraid of overdoing action. Nine out of ten persons, by actual count over a 25-year period, need to increase the degree of physical activity that they use in speaking. Of course, you don't want to be a soap-box ranter, but in avoiding that don't go to the other extreme. *Dead men tell no tales*; dead speakers communicate no ideas.

More than mere physical action is needed, of course. The speaker should be alive, intellectually and emotionally, to the meaning and significance of his ideas. If you find yourself rather cold and unresponsive, try this:

Reflect on the importance of your subject. Picture to yourself what it means to your hearers. If you are speaking on safety, imagine actual cases in which lives are saved, or suffering is reduced. Think of what vivid statements have been made by others concerning your topic. Try to realize what it means to you and to those for whom you care. You will find

* Woolbert, C. H., *Fundamentals of Speech*, Harper & Bros., 1920 et seq..

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that this exercise of the mind and feelings will deepen your own convictions and add to your sincerity.

In short, be activated yourself if you would activate others.

ACTIVATE YOUR AUDIENCE

Your speech itself should suggest action. You should consciously point every part of it toward action. Strip it of non-essentials that are not action assisting. This is true, whether it is a speech of explanation or of persuasion. Even in giving instructions or making simple explanations, you finally want action to result.

A foreman explains a job to a new worker, outlining what he is supposed to do in the production line. Of what avail is understanding alone, if the worker doesn't *do* what he is supposed to do as a result? A teacher explains the law of diminishing returns. He wants the students to act: to exert themselves to understand.

Similarly, with persuasive speeches it is not enough to get applause and acclaim or even agreement; what you are aiming at is action: you want your hearers to do what you request.

What you say in your speech, as well as the spirit and manner in which you say it, will either help or hinder activation.

HOW TO ACTIVATE

"You" and "we." Don't talk too much in the third person, or in abstract, general terms, if you would activate your hearers. Make it "you," "yours," "we," "ours,"—yes, and sometimes "I" and "mine." You are talking, not essay writing, and the use of the first and second person vitalizes your talk. Constantly *apply* the ideas you are developing to your hearers and their interests:

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What does this mean in terms of *your* business? What opportunities are there in this situation for *you*? How can *you* solve the problems that these new regulations create?

Be mindful of the possibility of using the motives for action when making an application of this kind.

Have variety. This applies to thought and to the form in which you present your material. Remember that an idea, however good, must keep *changing* if it is to hold interest long. Show your idea in its various aspects: financial, moral, collective, individual, theoretical, practical, etc. Turn it around. Keep the development changing.

Use change, too, in your method of introducing and developing points. Begin one point, for example, with a boiled-down statement of what it is, another with an illustrative story, another with a vivid quotation, another with a challenge, and vary likewise the method by which you introduce details. Don't let yourself fall into a groove.

Vary your sentence structure. Use short sentences; intersperse longer ones; make declarations and exclamations; ask pointed questions. Richard C. Patterson, Jr., in his speech *The Sixth Column*, on pages 54 to 59, makes unusually good use of variety in sentence structure, method of developing points, and other elements of activation.

For variety in sentence structure, communicative qualities, and rapid change in the development of a thought, read the following excerpt from the Quebec speech of Winston Churchill delivered on August 31, 1943:

We once had a fine front in France, but it was torn to pieces by the concentrated might of Hitler, and it is easier to have a front pulled down than it is to build it up again.

I look forward to the day when British and American liberating armies will cross the channel in full force and come to close quarters with the German invaders of France. . . .

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Personally, I always think of the third front as well as the second front. I have always thought that the western democracies should be like a boxer who fights with two hands and not one.

I believe that the great flanking movement into North Africa made under the authority of President Roosevelt and of his majesty's government, for which I am a principal agent, will be regarded in the aftertimes as quite a good thing to do in all the circumstances. Certainly it has reaped rich and substantial results. Africa is clear. All German and Italian armies in Africa have been annihilated, and at least a half a million prisoners are in our hands. In a brilliant campaign of 38 days Sicily, which was defended by more than 400,000 Axis troops, has been conquered.

Mussolini has been overthrown. The war impulse of Italy has been destroyed, and that unhappy country is paying a terrible penalty for allowing itself to be misled by false and criminal guides. How much easier it is to join bad companions than to shake them!

GET A RESPONSE

Plan your speech so that you get numerous *responses* from your hearers. Any salesman knows that he must get his prospect to talk—to express opinions, to ask questions, and to discuss details—before he can hope to arouse much interest. He also aims for “yes” responses, expressions of agreement on minor as well as on major points. He tries to get the prospect to do something during the interview: phone a subordinate, draw a diagram of his factory organization, indicate which of two proposals might work better, etc. All these, because they involve action, are *action assisting*. The speaker’s problem is similar to that of the salesman.

When the audience is responding, by thought, feeling, and by overt action, it is well on its way toward taking the final action that the speaker desires.

Briefly, such audience response may be obtained by doing the following four things:

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1. Get the hearers to *do something* together.
2. Have them experience a strong emotion together.
3. Put responsibility on them.
4. Suggest action directly.

ACTING TOGETHER

Doing something together (and it matters very little what) unites an audience, makes its members feel as one, and thus creates an effective unit, ready to follow the speaker's suggestions and leadership.

What happens in sacramental churches? People kneel, make the sign of the cross, rise together as clergy and choir come in, say responses together, hear chanting and hymns—in fact, become as one in the reverent mood of worship. The symbols of Christianity are all around them—cross, chalice, candles, images, Alpha and Omega. Small wonder that the service is impressive.

The speaker should use all legitimate means to unite his hearers by having them do something in unison. Group singing—the songs creating the desired mood—is a frequently used device. Laughing together at a well-told humorous story or witticism works in the same way. Expressions of confidence on the part of the speaker, or by the speaker in reference to the audience, work similarly. A show of hands by the audience (for the purported object of giving the speaker information) is another device. Even having a restless, tired audience stand up and stretch before you start your speech achieves a similar result.

Early applause, like early laughter, is a help to the speaker. Many effective talkers aim at either, or both, early in their speeches, by telling striking stories or by making “ringing declarations.” *It is good psychology.*

THE FOUR CONSTANT AIMS

America has had few more persuasive speakers than Henry W. Grady, eloquent Southern editor who appealed for understanding between North and South in post-Civil War days. Notice how, in his famous speech *The New South* he uses the vivid quotation and the humorous story to get early applause and laughter:

"There was a South of slavery and secession: that South is dead. There is a South of union and freedom: that South, thank God, is living, breathing, growing every hour": These words, delivered from the immortal lips of Benjamin H. Hill, at Tammany Hall in 1866, true then and truer now, I shall make my text tonight.

I beg that you will bring your full faith in American fairness and frankness to judgment upon what I shall say. There was an old preacher once who told some boys of the Bible lesson he was going to read in the morning. The boys, finding the place, glued together the connecting pages. The next morning, he read at the bottom of one page, "When Noah was one hundred and twenty years old he took unto himself a wife who was"—then turning the page—"140 cubits long, 40 cubits wide, built of gopher wood, and covered with pitch inside and out." He was naturally puzzled at this. He read it again, verified it, and then said: "My friends, this is the first time I have ever met this in the Bible, but I accept it as an evidence of the assertion that we are fearfully and wonderfully made." *If I could get you to hold such faith tonight, I could proceed cheerfully to the task I otherwise approach with a sense of consecration.*

Naturally, his audience was with him from the start! They accorded him the *faith* for which he asked.

Grady followed this opening with another sure-fire technique (sincere, but still a technique). He paid a glowing tribute to Abraham Lincoln.

Get your hearers to do something together!

EXPERIENCING EMOTION TOGETHER

Different only in degree from having the audience *do* something together is to have them *feel* a common emotion.

SPEAK WELL—AND WIN

A man who makes a great many speeches recently related the following incident:

Quite without intention of using any special method, I recently opened a speech by paying a sincere tribute to a man who had been scheduled to appear on the program with me, but who had been unable to come. I explained that *B* had gone to a distant Army post to bid good-by to his son, soon to leave for overseas.

"I'd give a good deal to see my own son," I commented, "but he's been somewhere in the Southwest Pacific for 5 months. There is not a man here who does not feel that *B* was justified in going to see his boy."

Suddenly, while speaking, I realized that many of the men before me also had sons overseas, or liable to go overseas, and that a mood had been created by my remarks *which bound them together in common pride and sympathy*.

A little later, when I made a strong statement of principle with which they heartily agreed, they applauded vigorously, and they were with me all through the speech.

That is what happens when a group is brought into unity through the experience of a common emotion, sincerely voiced for them by the speaker.

On different occasions, different emotions may unite an audience. It may be pride, patriotism, desire for credit or glory or safety, or affection, or ambition. Symbols—the cross, the flag, mother, home, children—are strong, because they touch off deep-seated emotions if sincerely and effectively used.

Franklyn B. Snyder in his speech *Another Shot Heard Round the World* used symbols effectively in illustrating the meaning to Americans of the words "our country":

. . . We know what we mean when we say "our country."

We mean the red clay of Virginia and the granite hillsides of Vermont, the dust that blows from Oklahoma and the fog that

THE FOUR CONSTANT AIMS

drifts in on an east wind from the lake; we mean the lumber camp in the Minnesota woods and the white-pillared mansion in South Carolina; we mean the banker on Wall Street and the cowboy in Wyoming; Grant's tomb on the Hudson, and Lee's grave in Lexington; a log cabin at Hodgenville and a White House by the Potomac; we mean Jamestown and Plymouth and the unsolved riddle of Roanoke; the Alamo and Appomattox Courthouse and the mast of the battleship *Maine* in the Academy grounds at Annapolis; we mean warriors in tattered buckskin or in faded continentals, in gray and blue and khaki, fighting to preserve what their fathers had given them and what you and I have enjoyed; we mean men and women with plow and broadax and musket pushing back the frontiers and bringing civilization into the wilderness; we mean the Mayflower Compact and the Declaration of Independence and the letter to Mrs. Bixby; we mean Lincoln with his deathless sorrow, and the clear-eyed lad who last year in the uniform of our Navy stood beside me at university functions—and these I have in my mind and in my heart when I say, "my country."

Let it be repeated: have your audience experience a common emotion; do it sincerely; do it legitimately—and you activate them!

PUT RESPONSIBILITY ON HEARERS

"Put it up to them." Thus Overstreet stresses the importance of challenging the audience with a sense of responsibility for action.

"This is your responsibility, your opportunity. How will you meet this challenge?"

"What answer has New England to this message? Will she permit the prejudice of war to remain in the hearts of the conquerors when it has died in the hearts of the conquered?"

"The men of District Two have challenged you: they will obtain their quota first. What are you going to answer?"

"This is your quota. It is reasonable, proved, fair. It's up to you now."

SPEAK WELL—AND WIN

Combine challenge with a request to do something: show hands, stand up, shout “aye,” etc.:

We've been challenged. At this point I'd like to have every man show his colors. If you are willing to help us in this victory, stand up! Shout “Aye.”

Express confidence in your hearers and in the ultimate success of whatever they are to attempt:

“I know you will meet this problem courageously; I know you won't falter; I know you will win the victory which you deserve.”

“With confidence in our armed forces—with the unbounding determination of our people—we will gain the inevitable triumph—so help us God.”—F. D. ROOSEVELT.

Responsibility rightly and emphatically placed, plus a challenge to meet it, stirs people to action.

SUGGEST ACTION DIRECTLY

Suggest to your hearers what to do—now! Provide an immediate outlet to put to work the will to act that your speech has generated. Don't forget this, or the cooling-off period will destroy that desire to “do something about it.”

Take the first step. Your suggestion may be to sign up for a campaign or to begin tomorrow to study sales prospects more carefully or to attend an instructional meeting at a fixed hour or to gather after the speech to discuss ways and means of action—but whatever your subject, be sure to capitalize the enthusiasm you have created by suggesting something for the hearers to do immediately. The salesman does something similar when, rather than bluntly ask the prospect to buy, he asks for a decision on a minor point—the size, quantity, date of delivery, or terms of settlement—well knowing that if a minor action is taken immediately, the major decision will follow naturally.

THE FOUR CONSTANT AIMS

SLOGANIZE, MOTIVATE

In closing an appeal for action, try to do two things: sloganize your subject—that is, state it in vivid and easily remembered words—and tie it to the strongest motive for action that you can find:

Let's not be suppliants standing on the steps of Congress with a tin cup, asking for handouts! Let's be free men, doing our full share in this war effort, asking our full rights, and proudly doing our best to defend our free country!"

"Men in overalls in Pittsburgh and Detroit, San Diego and Birmingham, in Youngstown and Buffalo, hurl forth your challenge to the dictators. Show them how a free people can produce in the mines, at the blast furnaces, and on the assembly lines."—PAUL V. McNUTT.

"Let us have faith that right makes might, and in that faith let us to the end dare to do our duty as we understand it."—ABRAHAM LINCOLN.

IN SHORT

- Activate your hearers
- Be active yourself
- Aim at action
- Get hearer responses
- Tell what to do
- Finish with a climax
- Don't let your hearers cool off!



In the pages that follow, you will see how speakers of today use activation: the driving conclusion of Richard Patterson's speech, the challenge to youth in James Conzelman's address, etc.

May we suggest right now, while the story of activation is fresh, that you turn to the next section, "Speeches with C-I-M-A," and read! See how the four constant purposes are used by successful speakers. Then use them yourself!

SPEECHES WITH “C-I-M-A”

SPEECHES WITH “C-I-M-A”

Here are speeches by American business and professional men which illustrate for you the effective use of the Four Constant Aims. Read them thoughtfully, analytically. Observe how they communicate, illustrate, motivate, and activate. There is no reason why *your* speeches cannot be equally effective!

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THE SIXTH COLUMN*

RICHARD C. PATTERSON, JR.

Colonel Patterson, former Assistant Secretary of Commerce, and chairman of Radio-Keith-Orpheum Corporation and of the Ogden Corporation, delivered the following talk on March 17, 1942, as chairman of the New York State committee for the sale of war bonds. It has been hailed as one of the most stirring speeches of the wartime period.

It is highly communicative; its illustrations are vivid to the point of drama; it appeals to the strongest motives for action; it *tells what to do* and does much to ensure action. In short, it has "C-I-M-A" in abundance. Its one-two-three order of presentation and its use of strong slogans contribute to its effectiveness.

When Hitler's forces made that first memorable drive into Austria, the world was amazed at the quickness and ease of the conquest. When next Czechoslovakia fell almost as easy a prey—after the perfidious pact at Munich—the world was again set aghast! Then came the rapid conquest of Poland, France, Belgium, Holland, and other victims of this new and terrifying scourge let loose upon a seemingly helpless world. What power was it that won for this new Attila such swift, crushing, overpowering defeat of all opposition?

The *fifth column* marched in first. In small groups, unnoticed, it crept into Austria and Poland and started its treacherous undermining of the country's political structure and of the people's faith. Then we found it at the tip of Norway, where the Nazi puppet, the traitor, Quisling, now rules. Fifth columnists seeped into other countries and softened them up for the *blitzkrieg*—they persuaded Czechoslovakia that it was done for—they gave Nazi shock troops the keys to Belgium—they reduced the brave French to a disgraceful servitude—and they made possible Japan's sneak punch at Pearl Harbor.

And the fifth column is with *us*, too, trying with all its devilish efficiency to prepare the way for conquest by Axis hordes.

You will find it in and around our airplane factories—among our troops—and in almost every place where people gather to talk

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SPEECHES WITH "C-I-M-A"

about the war. *Don't underestimate its power.* Any time you are inclined to do that, think of Austria and Poland and Norway and France.

The tool of the fifth columnist is *propaganda*.

It took us some time to comprehend this force called "propaganda," but when we did begin to grasp its meaning, we then understood why Austria fell so quickly, why the resistance of these other conquered lands buckled and cracked, like so much pasteboard, at the pressure of the German *blitzkrieg*. We understood why the then all-powerful German war machine considered propaganda *so important* as to assign it a government ministry all its own, with thousands of operatives spread out everywhere that Nazi greed coveted a country. We found that Hitler with consummate skill had developed propaganda into one of the most vicious and devastating tools of modern warfare.

Yes, propaganda is the weapon of the fifth columnist; to use it skillfully and adroitly and subtly is his mission, just as the *saboteur* is charged with the responsibility of blowing up a factory or wrecking a train and the spy is commissioned to seek out military secrets and other vital information.

Unlike the *saboteur*, however, who must skulk in the dark, and the spy, who must also operate alone, the fifth columnist, by the very nature of his commission, is obliged to walk and talk with his fellows in the infamous role of a modern Judas.

The fifth columnist must direct the flow of the enemy-planned propaganda into the proper channels. He must see to it that it spreads, like some sinister fungus growth, to warp the minds and mentalities of the susceptible to the end that fear and doubt and dissent triumph over patriotism, good sense, and solidarity. It is the duty of the fifth columnist to divide the people against themselves so that they will fall ready victims to Hitler's basic and oft-repeated principle—divide and conquer.

But to do this he needs a coworker—one who will, wittingly or unwittingly, spread and multiply his propaganda. While the fifth columnist plants the seeds, he must have accomplices to sow them among the homes and factories, the clubs and cafes, and the thousands of other fertile fields where he himself cannot reach now. This is where we discover the *sixth columnist*.

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Let me tell you right off, the sixth columnist is not necessarily a vicious creature. He's *not* in the employ of a foreign government. What he is, most often, is an ordinary American citizen, outwardly little different from you or me. Where he does differ, however, is in the fact that his patriotism is of the vacillating variety. He lets himself become swayed or doubtful over that which there can be no doubt—that in wartime a nation must pull together, that minority grievances, real or fancied, must be subordinated to the welfare of the majority, that, right or wrong, it must be *our country* first and foremost!

It is on this premise that I predicate my case against the sixth columnists of America. I do not term them *traitors*. I call them *dupes*. They are the puppets who dance when Hitler pulls the strings. Theirs are the voices, conducted from Berlin by Choirmaster Goebbels, which reach crescendo in a national chorus of carping criticism. Unchecked, they may yet drown out the *Battle Hymn of the Republic*.

Who are these sixth columnists, you ask? How do they operate? How are they identified?

To that I'll answer they are *any* Americans who—directly or indirectly—willfully or innocently—consciously or unconsciously—*do anything at all*—by word or by act—which will, or which might, cause an interruption or a slowing down of the national war effort.

The sixth columnist may be any of the following types:

First: the gossipers. These are the rumor spreaders, who get you in a corner, and, very importantly and confidentially, impart to you some startling story about our Army, Navy or government operation of the war—some vicious rumor without real foundation that in all likelihood reached *them* through the machinations of some enemy fifth columnist. They will whisper in your ear such news as, "say, did you hear they are going to send all our ships to so and so?" or "Do you know that Nazi troops landed yesterday in such and such a place?" Talk of this sort should never be repeated, either *to us* or *by us*.

Second: the fault finders. This type of enemy helper is well illustrated by the man who sits in the comfort of his club or at his favorite cafe or even at the corner store and criticizes—and perhaps even sneers—at the war deeds and decisions of the President of the United States

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or other high government executives. This is a luxury no one can any longer afford. While the right of free speech is one of our most treasured possessions—and open and frank political discussion a jealously guarded franchise—yet *again* we must remember that we are at war, and new conditions must be taken into consideration. We have elected the President our leader, the commander in chief of our armed forces. Not to support him now, not to encourage him, not to do everything in our power to help him and his aides to promote the conduct of the war is definitely to help Hitler and his plans for world conquest.

Third: the shirkers. These are the people who either from laziness or an inferiority complex want to put *their* share of the burden on someone else's shoulders. This is the type who will talk something like this: "They want me to take charge of this air raid warden work—that's no job for me. Bill Jones can do it much better and easier. He has more time than I have; anyway we've got to go to Florida next week." Such a person is a public slacker who shirks his responsibility under conditions where *everybody* has a definite responsibility in regard to this war and where *everybody* must assume that responsibility and do his full share toward winning.

Fourth: the skeptics. Doubting Thomases. Pessimists. These are the people who spread the propaganda of fear. According to them the war is already lost and our efforts to combat the enemy are futile. They will tell you something like this: "Do you mean to tell me that England can defend that part of the world—why in three months' time it will be overrun by so and so."

Fifth: we find the hoarders. These are the entirely selfish, who want to maintain certain privileges and luxuries for themselves, though their neighbors do without. The Christian spirit of share and share alike is entirely alien to these people. These are the individuals who lay aside quantities of certain scarce materials to satisfy their own petty pleasures even though, in doing it, they may be stealing strategic commodities from the very fighting men themselves. The fact that they are not only contributing to, but actually *causing*, inflation is of no consequence to these self-seeking opportunists. They have theirs; the devil take the hindmost. That's their motto.

Sixth: the wasters. On all sides of us we find salvage committees—for paper, for tin, for rubber, for numerous other scarce commodities.

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The wasters blithely ignore all such appeals. It's too much trouble! These are the people who skid their autos around corners when the government is *pleading* for the conservation of rubber. They are the ones who leave electricity burning needlessly when the nation already has gone on one daylight saving time and prepares for another. These are the careless citizens: the *thoughtless* ones. They'll learn eventually—but I hope not too late.

We have other categories of sixth columnists too—too many. We run the entire gamut of dreamy idealists with their hazy "isms." We even have draft evaders and war profiteers and exploiters of labor. And socially, we can find both indolent rich and professional poor.

So march the ranks of the sixth columnists—at the present time more valuable to Hitler and Hirohito than divisions of troops, fleets of warships, and squadrons of planes.

Another thing—we Americans at home do not know the meaning of sacrifice. In England they know it—and in Greece—and Poland—and Russia. All through Europe they know it—even to the Axis peoples, the Germans and Italians. The Chinese know it—and the Japs—and all the other races of the Far East. Only we Americans at home have been immune to the full realization of what a war can mean in the way of objective altruism and self-sacrifice.

I say it is time we shed our genteel manners and customs and girded ourselves for the fight. It doesn't belong alone to the soldiers on the fighting fronts—or the sailors running the Axis submarine lanes—or the marines defending Midway Island. It is not alone the fight of the flying aces who are dealing such devastating blows to Japanese air power and morale over the rice paddies of Burma. It is our fight, too. So, for God's sake let's *begin* to fight.

You know, I think it is not unlikely that future historians will draw the conclusion that this war will have been a good thing for the American people. I am thinking back to some other races which grew to be too rich and powerful and complacent for their own good. Like fat, well-fed geese, they were ripe for the plucking—and they were plucked.

I think that, like some of these dusty empires, we too might have been getting too rich and powerful and complacent for our own good. Our purses, on the whole, have been well filled, our natural

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resources almost limitless. Our factories and our mills have been busy turning out the conveniences on which we all had learned to lean too heavily of recent decades. Our manner and our way of living has been wasteful.

The American people are only just beginning to wake up to the dangers that confront them. They do not really think that this war can be lost—but, let me tell you, it *may* be lost unless they wake up—and soon!

Let me remind you that a nation at war is the *total* of its population at war. A *country* fighting to retain its liberty and integrity is its *people* fighting, and the sum of the individual efforts of all of us—at home or at the front—is the strength of our national war effort.

We, as a nation, have undertaken to fight a *war*. Let us now, as individuals, *fight it!*

First: Don't be a sixth columnist!

Second: Get out and *do something* to help your country win the war—even if it's only saving tinfoil!

Third: Buy United States Defense Savings Bonds and Stamps—which is the *one vitally important* war duty that every one of us can fulfill. Buy regularly—and systematically—and to the utmost of your resources. If you *can't* fight with bullets, you *can* fight with bonds!

THE YOUNG MAN'S PHYSICAL AND MENTAL APPROACH TO WAR*

JAMES G. CONZELMAN

This address, which has subsequently been reprinted in pamphlet form and widely used in Army training work, was presented on May 10, 1942, at the University of Dayton commencement. Mr. Conzelman, at that time vice-president and coach of the Chicago Cardinals Football Club of the National Football League, is now assistant to the president of the St. Louis American League Baseball Club. He is one of a great many men in the coaching profession who have attained distinction as speakers.

Mr. Conzelman's use of illustration, motivation, and activation is unusual. Forceful examples, striking testimony, and a climactic activation step in which he urges young men to prepare for violence, "to laugh at it," make this speech a stirring and memorable one.

It is customary upon an occasion of this kind to congratulate the students on a successful completion of certain university curriculums. It is customary also to congratulate those parents and relatives who have sacrificed, in so many ways, that young men and women might walk in the bright beam of education. The graduate is told that, while the adventure of life is a challenging one, if he works, if he speaks the truth quietly and clearly, he may hope for his share of personal happiness.

To the graduates of 1942, this sacrifice and this challenge are a pale prelude to the demands of a world at war. Instead of job seekers or homemakers, you suddenly have become defenders of a familiar way of life, of an ideology, a religion and of a nation. You have been taught to build. Now you must learn to destroy!

This transition will not be an easy one. A democracy is reasonably gentle, reasonably patient, and reasonably honest. And democracy makes of us a reasonably pacific people, assisting the ever-moving process of civilization in submerging our instincts for war and aggression. We are not a nation of haters, and we are not in the habit of thinking in terms of violence.

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Besides, we are not a people normally equipped for physical violence. Our athletic programs have developed mental alertness, agility, initiative, and a competitive sports spirit possibly superior to that of our enemies. Dr. Morris Fishbein, editor of the *American Medical Association Journal*, recently said that American youths are superior in strength to those of the Axis powers. I have no reason to doubt this, but I feel that such a favorable comparison came about through use of a peacetime measuring stick. Men whose natural physical resources have been augmented by long prewar preparation certainly are stronger soldiers and better soldiers than those with superior physical gifts who have known only civilian life.

Our enemies have the benefit not only of this physical preparation but of a mental one as well. They are steeped in a nationalistic and fanatical flame that makes execution of the ruthless methods of total warfare a natural and desirable objective. In sports, no matter how alert, agile, and clever an athlete may be, he invariably will be defeated by an opponent only slightly less skillful and less imaginative who has a superiority in strength and endurance and a will—a cold-blooded will—which thrusts aside all rules to win. So it is in war!

Today, the young men of our country who enter combat service face the problem of toughening up, not only the body, but also the mind. Our military authorities must indoctrinate soldiers and sailors into purposeful wartime thinking, as well as train their bodies for the realities of war. To achieve this, there should be on the part of every young man a thorough familiarity with bruising body contact. This body contact is imperative. It accustoms the man's head, torso and legs to the shock of physical collision and, by repetitious experiences, adjusts his mind to acceptance of these shocks.

Contrary to popular belief, the majority of young Americans are not by nature and inclination a part of what we might call the *body-contact* group. Approximately only 20 per cent would qualify. Now this body-contact group enjoys the smash and clash of driving bodies. Its members play football; they box or wrestle; they play hockey and soccer or participate in other sports where opponents come together in physical violence. If they lack the good fortune of growing up under a municipal or school sports program, if they miss the opportunity of entering the supervised sports field, with its

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emphasis on individual emotional restraint, these youths often select for an outlet street fighting or gutter brawling.

The remaining 80 per cent of our young men might be classed as members of the nonbody-contact group, a group which doesn't enjoy the clash of bodies. These fellows play baseball, tennis, or golf. They might perform on swimming or track teams. Perhaps they don't care at all for sports and avoid exercise in any form. Regardless, they represent four-fifths of our nation's youth. It is this group in particular which in wartime faces a severe fracture of peacetime habits and peacetime thinking.

Remember, this like or dislike for body contact has nothing to do with courage. Courage is a mysterious quality, touching at times the strong and the weak, the rich and the poor, the wise and the fools in a bewildering method of selection. While the body-contact group might enjoy the casual fight more than the nonbody-contact class, the latter frequently needs only the stimulus of a principle to battle with a fervency equal to or greater than that of its more belligerent brothers. Courage is a matter of the individual himself—not of a class or a group.

Two of the greatest heroes in the present war, aviators Colin Kelly and Edward O'Hare, were not members of the football or boxing teams at West Point and Annapolis, their respective schools. They were not body-contact men. Yet, even in a country blessed with a long list of historic, heroic deeds, these young men instituted almost a new order of courage.

While there are no limitations upon courage itself, there are definite limitations on what courage can accomplish without adequate training and condition. The American scene of sports, I am sure, has demonstrated completely to all of us, on many occasions, the futility of courage without a background of arduous physical preparation. The corollary follows that, in a wartime demonstration of courage, the degree of courage conceivably might depend on the degree of sound physical condition.

Exercising for good health and exercising for hand-to-hand fighting are different matters entirely. I have no doubt that soldiers, through setting-up drills, long marches, and rigorous work in labor battalions, might develop into excellent physical specimens. Tanned by the sun and ruddy from outdoor life, these soldiers, marching

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along with full pack, might seem to the average observer to be the epitome of glowing health and condition.

Yet, place one of these soldiers in a boxing ring, with its lightning flashes of attack and defense. Let him face the flailing arms of an opponent who, although no cleverer than himself, has had experience in peacetime hand-to-hand fighting or in some body-contact sport.

Lacking proper condition in the muscles of his neck, abdomen, arms and legs, the soldier is unprepared for fighting at close quarters, unprepared not only physically but mentally as well. Because he lacks special development of his neck muscles, a solid blow snaps back his head, and there is a brief moment of unconsciousness. This causes only slight pain, but the effect on the mind of the soldier is one of deep mental confusion. To the uninitiated, violence is terrifying. Because he rarely has taken body shocks, he cannot draw on past experiences which would indicate why the blow affected him as it did, and why, actually, it could cause only minor damage.

But let this same soldier continue boxing through several weeks and he will accustom himself to shock. His mental reactions become calm. He has been hit before, and he's used to it. He begins to develop the proper psychology toward violence, the kind the soldier needs—a casual acceptance of physical and mental shock.

Many times on our football field we have seen the 220-pound tackle dive through the air and bring down a 150-pound runner with the ball. The fans in the stand wonder how the light man can stand it. What makes the little fellow jump to his feet immediately and, with a wide grin, run back to his position? Experience, that's all, experience in violence. He is physically and mentally poised when he faces body contact, for he knows what to expect.

Sports have been called the antidote for fatalism. John Tunis, sports analyst, maintains that the deep objective of games really is to train one's reflex of purpose, to develop a habit of keeping steadily at something you want until it is done. He quotes the famous English surgeon and philosopher Wilfred Trotter, who said: "I think the greatest contribution the English have made to the valuable things of world culture is this: An interest in struggling for an unpredictable goal. As you go eastward from the British Isles, you run into cultures of gradually increasing susceptibility to fatalism. The Englishman's games have made him less fatalistic and, as a result of the discipline

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of sport, he will keep struggling even though his intellect would indicate his cause to be lost."

This observation by Dr. Trotter would seem to be a justification for the continuance of amateur, collegiate, and professional sports during the war. Perhaps a more important justification would be the effect their abandonment might have on boys fourteen to eighteen years old. Selective-service officials are authority for the statement that 50 per cent of the men called in the first draft were physically unfit for combat service. This emphasizes how vital it is—for the next few years at least—that these young fellows approaching draft age have sound, vigorous bodies and a zest to win. It would be unfair to them and to the cause for which they will be asked to fight if we were to permit them to come up to draft age in the unfit 50 per cent.

We know that youngsters, in the beginning, participate in sports largely through a desire to emulate some athletic hero. In their early years, this hero might come from the same street or the same neighborhood or school. As they develop an interest in sports pages and as they themselves cultivate certain minor athletic skills, those boys switch emulative eyes from the close-to-home heroes to those of national stature, to a Gene Tunney, a Joe DiMaggio or a Sammy Baugh. It is this attempt to follow a superior or famous athletic pattern, plus the thrilling pursuit of victory in competitive sports, that stimulates a boy to strive for physical perfection. And it is this fitness, with the supplementary quality of ordinary courage, that assists in the successful prosecution of war.

All competitive sports, body contact and nonbody contact, are excellent mediums to develop coordination of mind, eye and body, to improve reaction time, and to emphasize teamwork and the fruits of an all-out effort. The regimented health program of the floor mats, the cross bars, and the rings of a gymnasium lacks inspirational force and has value only as a supplementary routine. It is body-contact sports alone that breed a familiarity with violence. War is violence.

You might ask, "Why place such importance on body-contact and hand-to-hand fighting when modern warfare on the ground largely is mechanized and, in the air, is a matter of flying skill and daring?"

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Training methods in our own and England's armed forces might answer such a question.

With centuries of military tradition, England recently decided to discard an old theory. It was announced that in the future England intended to place less emphasis on the close-order-drill type of training and more on the development of hand-to-hand fighters. In the Malayan campaign the Japanese method of infiltration and encirclement by small units made fighting at close quarters the rule rather than the exception.

Those intrepid men of the English commando units, whose astonishing sorties into German-occupied territory have been heralded in the press, could testify, adequately, to the importance of hand-to-hand fighting. Their methods of surprise landing and attack places heavy emphasis upon individual ability and individual resourcefulness and training. Because their movements are based upon meticulous timing, and because the unknown quantity often bobs up to upset time schedules, the commando must be intelligent, thoroughly trained, and physically able to operate without benefit of a guiding officer; and he must be a free-swinging, free-shooting fighter who can meet on better than equal terms any enemy who surprises him at his job.

General George C. Marshall recently said that Americans already are training with the commandos. An inference might be drawn that when an attempt is made to establish a European front, the commando-type of military operation will play a significant part.

I don't suppose there are many times in modern warfare where an aviator comes to grips with the enemy in a hand-to-hand struggle. Yet, the United States Navy has broken all precedent in its preparation for aviator cadet training. Naval authorities feel that the recruits to be inducted, in general, come from a soft, lazy peacetime life. They believe these young men must be fitted mentally and physically to meet and defeat our enemies—enemies who have been thoroughly schooled in a wartime mental and physical system from childhood. So the Navy has set in motion for Naval Reserve aviation centers one of the most intensive, rigorous, and comprehensive programs of physical and mental training that civilian or military life ever has seen.

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These induction centers, located at North Carolina, St. Mary's of California, Iowa, and Georgia Universities, provide a routine devoted largely to this type of training for future pilots. Even before he sees a plane or a flying field, the cadet must spend at least 50 per cent of his time, during a three-month period, in body building. He is boxing and wrestling, learning rough-and-tumble fighting and tricks of jujitsu, all the while receiving instructions in the realities of war, which mean—no rules. He plays football and participates in other sports for coordination, accustoming himself mentally and physically to violence, learning how to take it and give it. Here again is an excellent example of the use of body-contact sports as an agency to develop mental poise in the face of physical shock. Correct mental attitude, as much or more than physical condition, is the objective of this Naval Reserve aviation program.

Naval officials believe that in many instances, the previous system of military training occupied the minds of recruits so completely with the maze of unquestionably necessary technical subjects that the basic motives to destroy our enemies were left to develop as they might.

Yes, the basic motive of war is to destroy our enemies. It may seem reprehensible to inculcate a will to destroy into our amiable young men by accentuating this grim reality, but war is reprehensible.

Time is short. The enemy occupies United States territory; he holds many Americans as prisoners of war; he threatens the shores of our continent.

You men who graduate today have a definite obligation to your country, to your homes, and to yourselves. Avoid dangerous apathy. The present calls for action. Avoid criticism of your government. Like all democracies confronted with sudden war, it has made mistakes. Let's forget them.

Prepare yourselves for combat service. Before induction, whether it be days or months away, concentrate your efforts on a rugged physical and mental approach to war. After induction, meet the rigorous life of training camp with determination and spirit. Pledge yourself to its work, its play—and its monotonies. Cultivate an acquaintance with violence; challenge it—meet it—laugh at it!

Sometimes a truth comes to us, clearly and unmistakably, in simple terms and from a simple source. When it does, it impresses

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and penetrates far more than all the exhortative efforts of the great or the famous. Such a message came in 1918 from the stricken fields of France, where lusty brigandage then, even as today, periled the hopes and lives of all free people.

Martin Treptow, an Iowa boy, had made the supreme sacrifice at Chateau Thierry. On the flyleaf of a diary found in his pocket, he had inscribed his conception of his duty to his country at war. He wrote: "America must win this war; therefore I will work; I will save; I will sacrifice; I will endure; I will fight cheerfully and do my utmost, as if the issue of the whole struggle depended on me—alone."

WHAT TO DO IN A REVOLUTION?*

BRUCE BARTON

Mr. Barton, a leader in the advertising profession, and noted for his ability as a speaker, gave this address as the keynote speech of the Thirty-eighth Annual Convention and Advertising Exposition of the Advertising Federation of America. It may be characterized as a sane, balanced discussion of after-the-war problems confronting business and government. From the point of view of the public speaker, it illustrates among other things great clarity of outline, achieved by the use of the "first, second, third" technique. The forceful, everyday language in which Mr. Barton states his ideas; his effective use of contrast in comparing the views of Wallace and Ortega; his brief, driving sentences; his use of vivid quotations and of many examples—these all commend themselves to the student of effective speech.

We have met together this year not to talk about our private interests or troubles, but to consider what contribution we can make to victory. And to try, if we can, to catch a glimpse of the shape of things to come.

A good way to start is by reminding ourselves that this world war is more than a war. It is a world revolution.

Among many thoughtful men who have emphasized that distinction I desire for a moment to refer to two, because they proceed from the same set of facts and reach diametrically opposite conclusions. They are Professor Ortega y Gasset of the University of Madrid and Henry Wallace, Vice-president of the United States.

Ortega's book *The Revolt of the Masses* contains material presented in lectures between 1922 and 1928. He asserts that "the accession of the masses to complete social power . . . means that . . . Europe [to which his observations were chiefly directed] is suffering from the greatest crisis that can afflict peoples, nations, and civilization."

* Reprinted by permission from *The Wedge*, Vol. XLII, No. 1, published by Batten, Barton, Durstine & Osborn, Inc. For an earlier speech of note by Mr. Barton, see *Which Knew Not Joseph*, published in *Business Speeches by Business Men*, McGraw-Hill Book Company, Inc., New York, 1930.

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tions." These masses, he says, "neither should nor can direct their personal existence, and still less rule society in general." To paraphrase his argument in a nutshell—the masses, with no training in management, no inherited sense of *noblesse oblige*, have seized the steering wheel of our complex civilization, and will presently crash into the ditch.

Henry Wallace, on the contrary, strikes a note of almost lyrical good cheer: "I say the century on which we are entering—the century which will come out of this war—can be and must be the century of the common man." Not only in Europe and the United States, but in "India, China, and Latin America—as the masses learn to read and write, and as they become productive mechanics—standards of living will double and treble. Modern science, when devoted wholeheartedly to the general welfare, has in it potentialities of which we do not yet dream." Paraphrasing again, the promise would seem to be that the millennium is almost at hand.

Ortega's somber prognosis points to fascism; he would have agreed with the late Huey Long's prediction that fascism will come to the United States in the guise of an antifascist crusade. Henry Wallace, a sincere liberal, probably would not deny that some of his inspiration is derived from Professor Harold Laski in London, who, not a communist, is nonetheless outspoken in his admiration for Comrade Stalin's highly regimented regime.

So we have the two thinkers—one the Spanish patrician, the other an American idealist—viewing the same world revolution, the one with grim foreboding, the other in ecstasy; one expecting fascism, the other a sort of classless Utopia wherein purified bureaucrats will administer peace and prosperity to the nations, who will take it and like it—or else.

Wherein lies the truth? Must we swing altogether to the right or to the left? Or is there a middle way? You and I believe that there is, and on this point we have a right to testify. For, while we are not authorities on revolution, we most definitely *are* experts on the common man. We have rung his doorbell and talked with him and his wife by the millions; discovered what he eats and wears, what he thinks and reads and listens to on the radio. Well-intentioned gentlemen in Washington theorize about him; we cannot afford to theorize, or we shall go broke. We have to *know*.

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We know that the common man is just now doing an unusual amount of self-thinking. His boy is in the war. He feels kindly toward his government because it is trying to win the war and bring his boy back home. For the same reason he feels more kindly toward the machine shop where he works; it, too, is helping to win the war. When he kneels down at night to say his prayers, he thanks God for President Roosevelt but is almost tempted to add another word of gratitude that there was a General Motors handy, a United States Steel, and a du Pont Company when the trouble began.

The more he and his wife see of what is going on elsewhere in the world, the more they are appreciating the United States. I do not believe that they intend for one minute to let this revolution end in fascism or in communism, however modified or camouflaged. And, briefly, I shall tell you why.

1. The people of the United States are presently having a taste of totalitarianism, and they do not like it. Patriotically, and without grumbling, they have relinquished their right to eat and wear what they want, to travel as they please, to determine the conditions of their own living and employment. They are cheerfully determined to continue this self-denial for the duration. But let any man or group of men after the war suggest that this regimentation be permanent, and he or they will find themselves promptly separated from the public pay roll. In the good days of peace we *thought* democracy was the best form of government; now, having lost it temporarily, we *know* it is best, and we want it promptly restored.

2. Some definite good is emerging from the enforced collaboration of business and government. Underneath the surface irritations many businessmen in Washington and a growing number of the bureaucrats are gaining a considerable degree of mutual respect. Who would have thought the day could come when the leaders in the oil industry would actually like Harold Ickes, and he be referring to himself and them as "us"? One day recently the president of a large company, coming direct to our office from a session in the nation's capital, startled us with the fervent exclamation: "Thank God for Leon Henderson!" He had been amazed by Leon's understanding of his problems, and enormously cheered by the conviction that Leon sincerely wants to preserve, not destroy, American business.

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Other executives have found similar encouragement in unexpected quarters. And some bureaucrats, who learned in their textbooks that all businessmen are beasts of prey, have looked in vain for any sign of claws or fangs. Before this war is over we shall have many men on both sides who will have learned that business and government can work together. They will be a powerful influence for good in the difficult days ahead.

3. The labor movement, in spite of many current excesses, is inherently conservative. Labor wants neither fascism nor communism. However radically its leaders may talk, they know that unless there is management and profit there can be no security and no progress. Long observation has persuaded me that human nature is pretty much the same wherever you find it. The farmer who puts the big strawberries on top of the basket and the little strawberries on the bottom would, if his lot had fallen in Wall Street, try to beat the Securities Act. The man who cheats on gasoline may live on Fifth Avenue or Third Avenue, may wear broadcloth or overalls; he is the same man underneath. Labor is now making the kind of mistakes that the stock exchange and the utilities made in their days of too easy power. Like them, it will in good time be sobered by a resentful public opinion. The older leaders will go out and younger, wiser men arise. Indeed, they are arising. Many young men of ideals and real ability are entering the movement as a career. They want democracy and private enterprise, and they will have the votes to make their wants effective.

4. Some of us here have had the privilege of entertaining in our homes numerous members of the armed forces. I have questioned dozens of these boys, and if there is a single drop of fascism or communism in our camps or on our ships I certainly have not found it. "What do you talk about?" I have asked them. They talk about the end of the war, how they will go back to marry the girls they left behind, and own homes, and raise and educate children. They talk about buying the barber shop or the filling station in the home town, of whether General Electric or Chrysler or Standard Oil will be the best place to get a job. They do not know they are fighting to put a quart of milk on every table in the world. They believe they are fighting for the United States, in which they were born. They mean to make it a better United States, but to keep it *the* United

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States. Defeat and obscurity await any politicians who may be scheming otherwise; for these men now in uniform, and not today's politicians, will be the managers of the United States for the next thirty or forty years.

5. Certain deep and profoundly important spiritual changes are taking place in these boys, and in their millions of fathers and mothers, brothers and sisters back home. They are questioning old standards and revising their sense of values. Money has been shorn of its magic. Much of it goes right back into the government treasury as a part of the national sacrifice. What remains has only theoretical purchasing power, for there are few things to purchase. Men in uniform, who all their lives have thought only in terms of rights, are having to think now exclusively in terms of duty. And their relatives back home are revising their own thinking, ashamed to harbor selfishness in the face of total sacrifice, urged on by their consciences to be worthy of their young. Such tragic experiences as we are about to pass through cannot fail to leave their deep imprint on our spirits. It is a bitter school in which we are learning, but we are learning.

For these five reasons I have an abiding faith that we shall preserve our fundamental institutions and that, by preserving them at home, we may afford leadership to the world.

I come in conclusion to the title of my talk, *What To Do in a Revolution?* And in this connection I venture three bits of advice to the business community of which we are all a part:

1. Let us not kid ourselves. This war is a revolution. It will not end either in the clouds with Henry Wallace, or in the ditch with Ortega. But neither will it end with a return of anything like the good old days. You and I shall not make money the rest of our lives, at least not in the sense in which we used to think of making money. Henceforth we must measure our lives rather in terms of inner satisfaction and the approval of our fellow men. The "social gains" of the past decade will not be repealed, whatever party is in power: they are more likely to be strengthened and extended. Those men in industry who accept the new conditions cheerfully can look forward to some very challenging and rewarding years. Those who fight against the trend will be washed out. The tide of revolution is not swept back by any clique of King Canutes.

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2. There will presently be in the armed forces from six to ten million young Americans. This is the one most important statistic in the United States today—vitally important to every man, business, or institution planning for the future. Each of these men has at home four or five close relatives of voting age. These millions in uniform, and the men and women left behind, have the votes to control any future election, to determine the government of the United States and the position of industry in the national picture.

They have now only one thought—to win the war, to win it quickly and with the least possible loss of American life. They will have only one standard of judgment for men and institutions, both public and private: Did he, or it, do the utmost possible to win the war?

The President has asked for a name for the war. So far as we in industry are concerned, the name that we hold in our minds, whether we speak it out loud or not, should be the War That Business Helped to Win. Our output should be so good and so plentiful, our service so free from any taint of self-seeking, that every man in uniform, every father and mother, brother and sister, will say: "Business gave us the tools we needed. Business performed such miracles of production that we overwhelmed the enemy. Business helped us to win the war quickly and bring most of the boys back home." If enough Americans come to the end of the war having this conviction about free American business, the future of free business will not be in doubt.

3. Finally, I shall reveal a secret that I learned in Washington. It will not sound very courteous, but I think it should be told. It is this: The professional politician believes that the American businessman is politically dumb. The farmer takes an active part in politics; he is organized, and knows how to safeguard his own interests. The labor unions are the most powerful lobby on Capitol Hill. But the business man, poor fellow, draws a small check for the party once in four years and marks his ballot; then, so far as he is concerned, politics is adjourned. For the politician, politics is never adjourned. Not even in wartime. Nor for one minute. Not even in the most exalted circles.

You recall the celebrated exchange of political views between Messrs. Hennessy and Dooley:

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"But there's wan thing I'm sure about," said Mr. Dooley to Mr. Hennessy.

"What's that?" asked Mr. Hennessy.

"That is," said Mr. Dooley, "no matther whether th' Constitution follows th' flag or not, th' Supreme Coort follows th' iliction returns."

So does the president, whether the name be Roosevelt or Lincoln. Every speech, every move has its political angle. Votes are the scale on which every decision is weighed. No corporation official has dared at any time to defy the president. John L. Lewis defied him. But John L. Lewis has votes. No word from on high has been uttered to divert Thurman Arnold from his merry routine of indicting businesses and their officers. But when he ventured criticism of the C.I.O. and the A.F. of L., the Attorney General pinned his ears back.

I said a minute ago that some men in Washington have learned a new appreciation of the place and service of industry. This does not mean that all the men in the white palaces of the Potomac are cooperative. There are some who frankly do not believe in American business. There are others who regard it as merely a convenient whipping boy, a sacrificial goat whose blood will wash away the sins of official bungling or neglect. These men are not dishonest according to their code. They want to do what they think is best for America, and they have no doubt that what is best for America is for them to continue in power. Whether, in the long run, their antibusiness bias prevails depends not on them, but on us. Let us say it again: If American business rises to its full opportunity in this crisis, if it makes the right kind of record and unfolds that record, in simple language, to the common man, we need have no fear of the verdict. That common man and his wife and their boy home from the wars will register the verdict at the ballot box.

Long-range prophecy is always hazardous. Who was wise enough in 1837 to say that the most important man living in America, perhaps in the world, was an obscure attorney in Springfield, Illinois? Who, in 1887, would have selected a young night engineer named Henry Ford, in an electric-light plant in Detroit, as the individual who would most profoundly alter the social and economic aspect of the United States? And who today can present a completely convincing portrait of the postwar world?

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Some things are sure:

The postwar plan must not become a football of politics. A great majority of the American people were for a League of Nations before Woodrow Wilson sailed for Paris. After a year of sordid political bickering, an equally great majority hated Lodge and Wilson alike, were disillusioned about their allies, and wanted nothing so much as to forget both the war and the league.

The plan must not be predicated on the repeal of human nature. Prohibition was like that. Do you remember its glowing promises—no more drinking, no more divorce, no more crime? It sounded wonderful. People after the war are going to have the same selfishness, meanness, idealism, and grandeur in just about the same proportions as always. Nature, for some reason known only to herself, puts alcohol in almost every green thing that grows, and fight into every male animal in the universe. So Nature is the enemy of temperance and of peace. We shall not make permanent progress toward a better world by ignoring or underestimating the strength of the enemy.

Finally, every country must bring to the peace the one best asset its national life has developed. Can there be any possible doubt as to what this asset is in the case of the United States? Is it not the free and unrestricted planning, not of a bureaucratic few, but of our whole 130 millions—the enormous forward impulse of a multitude of free individuals dreaming their dreams and working unhampered to make those dreams come true?

Suppose, in the struggle to win the war, we lose this American treasure. Suppose, when victory comes, and the billions of men and women across the seas gather around, holding out their eager hands—suppose then we say to them: "We have something for you, something wonderful; it's a brand-new form of regimentation, something never tried before." What irony. What tragedy. How their eyes will cloud over, and their spirits droop.

"Something brand new," they will exclaim, "a new form of regimentation! Why, we have always had regimentation. That is not what America means to us. Give us the opportunity that will let our children climb as high as their will power and ability can take them. Give us the chance to break the shackles of birth and caste; teach us the secret by which your Lincoln and your Edison

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came up out of poverty to grandeur. These are what we were fighting for."

Are we to say to them: "Oh, we have discarded all that. Some very clever people told us it was no good"?

That would be to crucify the last great hope of earth.

Alexander Kerensky, the Russian, sitting across the luncheon table from an American college professor, was asked: "What is the thing in America that impressed you most when you first came here?"

"That is easy," Kerensky answered. "In America the people smile."

We are fighting to make sure that we and our children keep the right and the incentive to smile. Not a smile of smug self-satisfaction, of mere physical enjoyment of material things, but the smile of people strong in self-reliance, because their free right to dream great dreams and do great deeds has been fused, in the fiery furnace of war, with a stern self-discipline and devotion to ideals eternal. Such a people can lead the world, and they will.



THE BUSINESS MIND*

W. J. CAMERON

For eight years, from 1934 through 1942, the "Ford Sunday Evening Hour" was highlighted by a terse talk by W. J. Cameron. Representative of the short radio address is this speech, *The Business Mind*, presented on April 20, 1941. The attention-getting novelty of the introduction, the crisp analysis of the contribution of business to general welfare, and the picturization of the results of risk taking combine to make an effective speech, driving home one central point in a persuasive way.

An interesting experiment for those who work with young people would be to take a poll on what they would do with \$10,000 if they had it—not as a snap-answer parlor game, but after a week to consider the question. One purpose would be to learn what proportion of us is adventure- or business-minded. Except that in these days it is supposed to spark interest, mention of \$10,000 may be omitted, for *business-mindedness* does not begin with money—money may actually smother it; it begins with an *idea* that gathers or produces money as its *implement*, unlike the capitalist mind that begins with money and looks around for a profitable idea.

Such a poll should disclose what percentage of us is sufficiently business- and production-minded to invest our all *and risk losing it* in backing an idea. Ah, there's the rub—*risk losing it!* It is commonly and erroneously believed that men are lured to business by *hope of profit*; the fact is that *fear of loss* holds more men back than hope of profit lures. The risks, when understood, are so numerous and dissuasive that only the strongest faith and most careful calculations can face them. One American period saw fifty-five ventures in the manufacture of pocketknives, an article in reasonably steady demand; yet of these fifty-five ventures, thirty-two failed; there were good reasons for the failures and good reasons for the successes, but there was risk in all.

What would most of us choose to do if suddenly possessed of money? A poll would probably disclose that most of us would

* By permission of the Ford Motor Company.

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prudently save it. That is the way we are made, and it's all right. Putting money in the bank, we do not withdraw it from community use; we simply refuse to risk it in affairs we do not understand. Some of us would spend it to satisfy a personal desire for travel or study, for a home or a farm, and all these are good. Others of us would try to invest it in stocks and bonds of going concerns for the sake of easy participation in profits. This latter, of course, would not come under the head of business-mindedness. By *business* we mean the investment of our means together with ourselves in some project we believe to be economically useful. What proportion of us has a definite bent in that direction?

Comparatively few—the poll would probably disclose—so few as to constitute a distinct type of mind in society. Most of us are of another type. That is true, not only with regard to business, but in other things also. For that matter, few of us incline to be scientists or explorers. And not being of initiative or competitive nature, most of us prefer to run no business risks. We would not have been the first to adventure across the sea; we would not emigrate to a new country even now. Had it been left to us to take the risks and losses that flung the railways across this country, railways would have lagged. Most of us refused a part in introducing the automobile, and how long the airplane industry was held back for lack of support! Yet, few as there are to take the initiative in these things, there are always enough.

This is merely stating a simple fact; it is not invidious either way. Recently one read what purports to be a history of business whose book-bred author has nothing but scorn for the business type of mind. One also read an alleged history of the achievements of American science whose author becomes positively vile in his contempt for businessmen who made these very achievements of science available for the people's daily use. Real scientists rather believe that the businessman's contribution gives completion to their own. So, to say that a comparative few have this business mind, this inner drive to mechanic or mercantile enterprise, is not to say that it makes them superior, any more than it makes them inferior; it simply emphasizes that some were born with this one thing to do, while most of us were born with other things to do; with reference to

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business, most of us prefer to live our lives in other and less troubled ways. It is an interesting fact, and it is only intelligent to recognize it.

You see a beautiful suburb now that was once the airy fabric of a real-estate man's dream. You see a great oil field now that was once the scene of tragic losses for scores of men who pursued their vision in spite of losses. You see thriving cities now on what were once lonely stretches of plains; pioneers labored and died to prove that people could exist there. You have a whole new mode of highway transportation now that was once a dream in a little one-room shop —a dream at which the wise people smiled. Not one of these was a "sure thing." Only a very few persons would have anything to do with them. But those few were *constrained* to venture, win or lose, and keep on venturing, win or lose, because it was the call of their blood and the satisfaction of their natures. Such as they are the natural inlets through which certain values enter society. They always are few, but they always are sufficient. That is the way society provides for itself. Each generation supplies its own suppliers —men and women who will take the risk. A poll would show how large or how small a proportion of us they are.

PERSONALITY IS YOURS FOR THE TAKING

W. P. SANDFORD

This speech, given in slightly varying forms before many different groups of salesmen, is reproduced here to illustrate the type of address used in sales meetings and in general personnel-instruction work. It was an attempt to combine with explanation a considerable use of illustration, motivation, and activation. As given below, it was addressed to an audience of insurance men.

One does not presume to give salesmen as successful as you have been *new* information; rather the purpose is to remind you of principles you already know. It is entirely possible for one to get into a rut, to forget about the simple, obvious things that make for success. If we don't watch out, we are likely to find ourselves one day going around saying, "You don't want a policy today, do you?"

Overstreet says that many of our failures come because we forget to do and say certain simple, well-known things and to use certain recognized sales devices.

One thing we are likely to forget is that personality counts importantly. The Carnegie Institute made a survey which revealed that of all failures, only 15 per cent were caused by lack of knowledge, ability, or work: 85 per cent could be traced to personality defects that kept men from influencing others in the right way.

"What we are," says Colcord, "gets across far more importantly than what we say." I sound the A string on my violin: the A tone on the piano responds. *Like begets like.* If we are sour, grouchy, quarrelsome, disgusted, we can be sure that our prospect will respond likewise. If we are optimistic, energetic, tactful, enthusiastic, our prospect will answer in kind. Here is a personality principle that governs all salesmanship and all dealing with other people.

Personality—the impression we make upon others—is the greatest sales asset we have, greater even than knowledge of product or service. What gave Franklin Roosevelt his ability to influence people? Hugh Johnson, writing *after* his resignation from the N.R.A., declared, "I just couldn't refuse that man anything." Later, after years in which he had been an outspoken critic of the administration, he was denied a renewal of his commission as a general. In spite of

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everything that had happened, he wrote, "I don't suppose you even like me any more, but if you see fit to continue my commission, you know I will serve you faithfully and well." That, coming from "Old Ironpants," was convincing proof of the power of a magnetic personality.

Raymond Robins, ex-Democrat, came to the support of Theodore Roosevelt in 1912, and after hearing the old colonel set forth his program of social justice, declared with great emotion, "I'll go with you, Theodore Roosevelt, to the end of the road!" Woodrow Wilson commanded that kind of loyalty; so did every other great leader in government or in business.

All of you know some one of whom you say, "He sells on his personality. That man is a natural salesman. People just naturally like him and give him their business. Wish I had his personality."

Are you sure that you do not, or cannot have, such a personality?

If experience, observation, or the writings of those who know add up to anything, *personality is yours for the taking*. Personality is made, not born. It can be developed. Whether you are sixteen or sixty, educated or uneducated, you have it within your power to develop a compelling, attractive, yes, magnetic personality.

Let me read to you from the writings of Dr. Henry C. Link, a psychologist of high standing:

"Personality is the extent to which a person has developed habits which interest and serve other people. Personality can be developed, just as we develop the habit of writing the ABC's, or of eating with a fork and knife. No one is born with the natural ability to eat with a knife and fork, or with the ABC's in his head. No one is born with a good personality. It develops by practice."*

John B. Watson, leader of the behavioristic psychologists, discounts heredity and maintains that training is everything. If that is right, even approximately, we have no alibis for poor personality.

Training—intelligent self-training or training under a good teacher—can build desirable personality traits. If you doubt it, how do you account for the success of the Dale Carnegie courses that swept the country? How do you explain the fact that thousands of people, after taking that simple training for sixteen weeks, came out of it with a new lease on life, a new enthusiasm, greatly increased

* Quoted by Dale Carnegie in *How to Get Ahead in the World Today*, published by Gruen Watch Co., 1938, p. 19.

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personal persuasiveness? Because the nub of that course was “Winning Friends and Influencing People.” And it worked!

Let me quote at somewhat greater length from Harry Overstreet, author of *Influencing Human Behavior*, one of the truly great books written since the First World War. Discussing personality development, he says:

“Habits can be shaped and changed. There is no mystery about them. It is only when we think of changing ‘character’ or ‘personality’ that the mystery begins. . . .

“But what is one’s personality or character? . . . If you analyze it, a very significant fact emerges. . . . You will find that they are nothing very mysterious: they are only your predominant habit systems.

“Kindliness, for example, is a habit of thinking of other people, of doing them a service; thoroughness, a habit of seeing that each detail is attended to; good nature, of controlling one’s self under trying circumstances.

“Everyone has a large number of habit systems . . . work habits—thoroughness, accuracy, slovenliness, passing the buck, watching the clock; consumer habits—paying cash or running an account, keeping a budget, spending beyond one’s means; bodily habits—clean face and hands, neat clothes, or the opposite; play habits—good sportsmanship, fair play, cheerful losing, or their opposite; moral habits—truthfulness, lying, dependability, loyalty, disloyalty; emotional habits—irritability, meanness, interest in others, sympathy, comradeship. And so on. **A PERSON IS WHAT HE IS BY REASON OF HIS HABIT SYSTEMS.**”

One day, long ago, there came across my desk a brochure, prepared by a veteran sales manager: *Personality: the Greatest Building Operation of All Time*. Said this man, out of a ripe experience, “Personality consists of distinction of person and of character. Both are within our control.” So, he reasoned, the thing to do is to get rid of bad habits—ones that affect other people unfavorably—and to develop or improve good habits—ones that make people like you. He prepared, for the self-analysis of his salesmen, a chart: a parallel-column list of desirable and undesirable characteristics or habits. Here it is, on the blackboard.*

* For a similar list adapted to public speaking, see p. 167.

SPEECHES WITH “C-I-M-A”

Check yourself against that chart. Isn't it true that too many of your habits—and of mine—are on the wrong side? Isn't it true that with intelligent effort we can eliminate those habits and replace them with ones on the right side? There is nothing you can do that will be more effective in building for you the right kind of personality.

Self-analysis is painful, but it's the way to better things. Perhaps, in addition, you are fortunate enough to have a “brutal friend,” as the late editor H. H. Kohlsaat was “brutal friend” to three presidents. A brutal friend is one who cares enough about you, and who so thoroughly commands your confidence, that he will tell you what is wrong with you. If you have such a friend, grapple him to your breast with hooks of steel. And pay attention to what he says!

Personality is yours for the taking if you will analyze your own habits, especially those which bear on salesmanship; eliminate the weak ones; and build the strong ones. Simple, isn't it? And also true!

Walter B. Pitkin, author of *Life Begins at Forty*, gives us another approach in a series of magazine articles written three years ago. He tells us to do these things:

1. Consider your appearance
2. Consider your health
3. Develop hobbies or avocations, and develop skill in at least one, whether golf, bridge, skiing, woodworking, music, bowling, or whatnot.
4. Make yourself of service to some group or club or church or other organization.
5. Have a sustaining faith: religious or otherwise.

How sensible and practical those suggestions are! May I add another? It is this: keep up with the progress and latest thinking in your field of activity. You are insurance salesmen. How many of you have read, really read, cover to cover, *How to Win Friends and Influence People*? About 40 per cent. How many have read *Tested Sentences That Sell*, by Elmer Wheeler? A few. How many have read *Step Out and Sell*, by William Holler of Chevrolet? Some. Well, those are just examples of successful, inspiring books in your field that have appeared in recent years. Each has something valuable and worth while to give you, and each will refresh your own knowledge and help build your sales personality. Don't be afraid to part with

SPEAK WELL—AND WIN

two bits or \$3.75 or \$1.50 for books that you think might help. None of us is too old to learn, nor so perfect that he has nothing more to learn.

"Well, Doctor," you may say, "you've given us, like the legendary colored preacher, the 'why,' and the 'how,' and even some of the 'wherein,' but you haven't 'sputified' to us on the 'what.' What habits or traits make a good sales personality?"

My best answer on that is this: *Those habits or traits that influence YOU favorably*, those that you have found most persuasive in others. But for a suggested outline, let's look at this chart:

PERSONALITY IS YOURS FOR THE TAKING . . .



APPEARANCE and ATTITUDE

Neatness - Cheerfulness
Interest in Hearer
Activity Level
Confidence

can be improved

SPEECH HABITS

Communicativeness
Enthusiasm
Being a Good Listener
Mastery of Sales Methods

can be improved

KNOWLEDGE

Of Goods and Services
Of Prospect and His Problems
Of General Conditions

can be improved

REPUTATION

Personal Business

is up to you

YOU CAN CONTROL ALL THE FACTORS

Isn't it true that we judge a man by his appearance and attitude (mental and physical), his speech habits, his knowledge, and his reputation? As individuals we may lay more or less stress upon different characteristics, but, by and large, these are the traits I would emphasize to you.

Appearance: neat, of course; but, more than that, a pleasant facial expression, an air of confidence and friendliness.

SPEECHES WITH "C-I-M-A"

Attitude: poised, controlled physically, not nervous, jerky, or inert; and especially an attitude of friendly interest in the hearer, of sympathy for him, of a desire to serve him, and of patience with him.

Speech habits: clear, distinct utterance; a pleasant voice; the ability to talk communicatively and in a friendly, noncombative way.

Knowledge: an expert's command of your subject; the ability to sift the true from the false, the important from the unimportant; readiness with facts and ideas pertaining to your field and to the customer's interests.

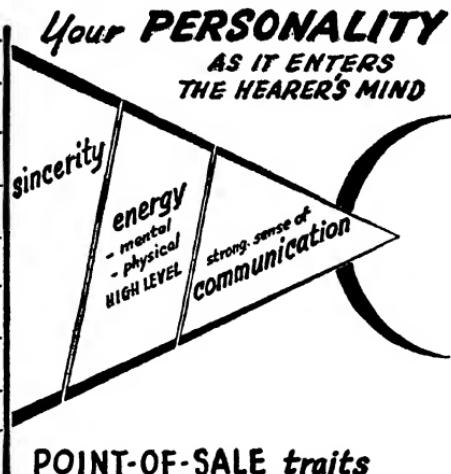
Reputation: something we build through the years by dependable service, willingness to oblige, and good conduct.

These things go to make up personality; there are others, of course. And the big point is that we can CONTROL THEM!

Besides these basic traits, you might consider for a moment those characteristics which must operate effectively when you come into contact with a prospect in an interview. Let's look at another chart:

reputation	personal business
knowledge	of subject of prospect
speech habits	clarity interest "C-I-M-A"
appearance	pleasing? neat? cheerful? appropriate?
interest in serving hearer	
tact and skill	in dealing with hearer
adaptation	to hearer to situation
confidence	based on competence

BASIC traits



Here we have your personality pictured as a wedge that enters the hearer's mind. At the base of the wedge are the great fundamental qualities that we have just mentioned, without which there can be

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no truly fine personality. But making the first impression, acting as the sharp point of the wedge, are the so-called “point of sale” characteristics which make or mar your contact:

First, sense of communication: a priceless attribute, the ability to talk directly to people, not evasively; to *look* at the customer; to hold his attention. David Mieher, speaking of this some time ago, made this statement, “This sense of communication is most important. Get your prospect opposite you. Get your plan in front of him. Don’t lose him. Look at him. *Get your ideas across.*”

Get this “I-to-you” attitude in your talking.

Second, animation: “Dead men tell no tales.” Dead talkers communicate no ideas. It takes energy, hard work, to put across ideas. You can’t be a lazy man and do a good job in talking to a prospect. Here is another point on animation: you have all experienced some days when you were tired, sluggish, slow; and on those days you got nowhere. You have also had days when you were on a high activity level: alert, vigorous, enthusiastic, yourself at your best. On such days sales objections meant nothing to you. Orders came. You rode triumphantly over objections, and your production hit a peak.

Analyze yourself as you were then. That’s when you had a great personality. That’s when you had the answers to your problems. Your job is to get on that high activity level as often as possible.

Third, and finally, sincerity. I don’t mean just ordinary sincerity; I mean that you believe deeply in yourself, in your company, and in the great movement of which you are a part. Not long ago I was talking to the salesmen of a large hybrid-seed-corn company, one that is going places. A young man jumped up and blurted out, “I believe in our product. I believe in the greatness of the head of our company. I believe in what we can do for our patrons.” That’s what I mean when I talk about sincerity.

Let us remind ourselves every day that we are not just making a living by selling insurance. Let us recall that we are serving thousands of the farm people of Illinois. Let us remember that we are part of an organization, a movement, that brings the promise of a happy, secure life to a hundred thousand members and their families. Let us visualize what this organization means to America and to the future of democracy itself. Let us grow in our devotion to this movement and learn ever to do our part more thoroughly.

SPEECHES WITH "C-I-M-A"

Let's each one study his own traits and habits; get rid of those that hurt and offend and hamper; cultivate those that make our personalities more pleasing; give our effort to better communication, energy, and sincerity, so that we may do our job better and become, in the doing, better men.

The field for service grows with the years. The road broadens; opportunities multiply. As we make of ourselves better men, we are better able to serve in the cause to which we are dedicated. My message to you tonight is this, and every word of it is the living truth: *each one has the ability, the opportunity, and the challenge to make of himself the kind of man he wants to be.*

THE AUTOMOBILE DEALER*

WILLIAM E. HOLLER

This speech, by one of America's leading sales managers, in charge of sales for Chevrolet Division of General Motors, may be studied as an example of the inspirational talk, "building up" the importance of a specific group of workers, the automobile dealers. Also, it may be analyzed as an example of forceful diction and sentence structure, or as a speech using statistics skillfully or as a clear outline, based on the simple "past-present-and-future" plan. For the audience addressed, automobile salesmen, it shows activation of unquestioned force.

In war as in peace, the supreme test of all men and all institutions is the sum total of their contributions to the progress and advancement of their fellow men and of the nation as a whole.

By the character of the service they render you will know them; and, with this thought in mind, I believe we may well salute some of our soldiers of the civilian front just as we salute our more heroic fighting men of the armed forces.

We owe a proud salute, for example, to the 40,537 automobile dealers of America—and to their 400,000 loyal and efficient employees—for the tremendous job they have done, are now doing, and will continue to do on behalf of all America.

Their services to our war effort spring from the past, grow increasingly strong in the present, and will become almost indispensable in the future.

And everyone who "looks at the record" will understand why:

Because these men helped to create America's giant mass-production machine for this war, because they are helping to carry our vitally important civilian transportation safely through the war, and because they also will help to make sound and secure the peace which will follow the war.

Supersalesmen of Yesterday

The automobile dealers of America have sold and delivered more than 80 million motor cars and trucks in the last forty-one years.

* Reprinted by permission of the author.

S P E E C H E S W I T H "C - I - M - A"

They have conducted the most intensive merchandising campaigns, developed the largest market for a manufactured product, and hung up the greatest selling records of all time.

And, in addition to selling this vast number of new vehicles, they have also taken in trade 125 million used vehicles. They have reconditioned all these millions upon millions of used cars and trucks for new owners. They have resold them, one by one, at exceptionally low prices, to other millions of people who also needed personal transportation. And, as a result, they have constantly widened and increased the civilian transportation system of America.

Moreover, they have built efficient service stations in every city, town, and hamlet in the country to keep these cars and trucks running. They have carried great stocks of replacement parts at all times, so that these would be instantly available to owners whenever and wherever they might be needed. Thus, they have succeeded in keeping a grand average of 26 million motor cars and trucks serving America, day after day and year after year, for the past fifteen years.

And by so doing they have done even more than supply billions of miles of needed personal transportation for the families, the business and professional men, and the workers of the country—provide employment for hundreds of thousands of people—contribute to the advancement of thousands of other large and small businesses—improve the standard of American living—make money for themselves and their employees—create dividends for stockholders—and swell the huge total of state and Federal taxes.

They have done even more, perhaps, than they themselves knew to prepare their country for war. . . .

They have helped to make the United States of America the most mobile nation on earth in an era when mobility means strength.

They have made a substantial contribution to the development of all parts of the country, as well as to the efficiency of all industries, all businesses, and all professions, by placing America on wheels.

They have helped to bring into being the huge factories, the assembly lines, the processing plants, the skilled man power, and the intelligent management of the automobile industry which has now gone to war with all its keen technological know-how and all its irresistible production power to speed the defeat of the Axis.

SPEAK WELL—AND WIN

They have helped to forge the greatest single war-making force in the entire arsenal of democracy, not only for America, but for all the United Nations as well.

And now these men are turning their energies to the job of "saving the wheels that serve America" on the home front while our automobile factories are pouring out myriad weapons to serve our fighting men on all the war fronts of the world.

Victory Servicemen of Today

Thirty-two million motor cars and trucks serving America! Vital cars and trucks—hard-working, time-saving cars and trucks—irreplaceable cars and trucks! Serving agriculture, serving essential industries, serving an entire nation at war! These vehicles must be kept rolling (for there won't be any more for the duration), and exactly 81 per cent of motor-vehicle mileage in America is by passenger car, while a heavy percentage of our foodstuffs, raw materials, and other war supplies of all kinds are transported by truck.

But cars and trucks wear out. (Last year's death rate: 6,000 cars per day, 1,000 trucks per day.) Cars and trucks must be repaired if they are to be kept alive and running.

And the major responsibility for "keeping 'em fit to keep 'em rolling"—the whole pressing job of "saving the wheels that serve America"—falls squarely on the shoulders of the automobile dealer.

He is the sole hope of our civilian transportation system today and in the future. He is the lifeguard for your car or truck—my car or truck—and all America's cars and trucks. He is our emergency service engineer for the duration.

And, as everybody knows, the automobile dealers of America are stepping up to this job in a way that has won the wholehearted respect and admiration of the entire country.

With the modern shop facilities they have created—with the skilled mechanics they have trained—with the special tools and equipment they have accumulated—and with years of know-how in their heads—they have set up a mighty instrument of repair and restoration against the wear and tear that are striking at the vitals of our civilian-transportation system.

They are making it their task, their objective, to "save the wheels that serve America."

SPEECHES WITH "C-I-M-A"

And we can bank on them to win the *battle of civilian transportation* 100 per cent if we give them any support at all.

They will help us to get the last possible mile of service out of our cars and trucks which are so vital to victory, just as they are helping to salvage the last ounce of scrap rubber and metal, buying the last possible war bond, and—in many cases—giving their last sons of military age to the armed forces to aid America's war effort.

Reconstruction Men of Tomorrow

And in the crowded and creative days of peace which will follow this war—the peace which can, must, and will come only after full and final victory has been won—new tasks and new responsibilities of the highest importance will again fall to the lot of the automobile dealers of America.

For if it be true that “peace hath her victories, no less renowned than war,” it is equally true that a nation reconverting to peace faces problems every bit as mixed and momentous as does the nation converted to war.

Peace, and then, if history repeats itself:

Swift, sudden stoppage of war work. Idle plants—machinery—equipment. Idle men whose ranks increase as the armies demobilize. And with these, dormant industry—stagnant business—dwindling national income—the same old vicious circle.

It is then that we shall be forced to call again upon our trusted soldiers of the civilian front to assist us in fending off, forestalling, or fighting these problems of reconstruction.

It is then that we will look again to our automobile dealers, as the front-line representatives of our largest manufacturing industry, to plan a leading role in bridging the gap between war production and sound peacetime prosperity.

For these men, our supersalesmen of yesterday and our victory servicemen of today, will also figure prominently among our reconstruction men of tomorrow.

It will be up to them to help create new work for America . . . fill empty plant space with orders . . . get the idle machines going again . . . employ the unemployed workmen . . . and rehabilitate the individual transportation system of America, which is even now undergoing severe strain and scrappage as a result of the war.

SPEAK WELL—AND WIN

And—make no mistake about it—they will do these jobs of the future just as eagerly and efficiently as they are doing their jobs of the present day.

Citations for High Achievement

I know these men well, for I have worked side by side with many of them for the past two decades and have a full and intimate appreciation of their vision, their courage, their ability, and their patriotism!

And knowing what they have done for our country in the past, what they are doing at present, and what they are capable of doing in the future, I join with scores of thousands of other people in suggesting citations for high achievement for the automobile dealers of America.

Citation for our supersalesmen of yesterday, who have helped to build, not only our mighty civilian transportation system, but also the mammoth motor plants now acting as the arsenal of democracy.

Citation for our victory servicemen of today, who have dedicated themselves to the task of keeping our motor cars and trucks running for the duration . . . who are working day and night to “save the wheels that serve America” . . . and who are cooperating in all ways with the national war effort.

Citation for our reconstruction men of tomorrow, who will be the spark plugs of industrial recovery and national prosperity when victory is attained and who will help us to win the peace as well as the war.

I gladly salute the 40,537 automobile dealers of the United States and their 400,000 employees—fighting patriots of a fighting America—and I respectfully invite all other men and women to join with me in saluting them for their splendid contributions of yesterday, today, and tomorrow!

WILL A MILLION MEMBERS BE ENOUGH?

C. L. MAST, JR.

Mr. Mast is director of information for the Illinois Agricultural Association, whose 100,000 members make it the largest state farm bureau organization in America. This speech was delivered at the 1943 Midwest Training School of the American Farm Bureau Federation, Chicago. It illustrates the effective use of charts to drive home points. Farm bureau leaders from twelve states agreed that Mr. Mast's speech was a high light of the three-day convention, and there were requests for copies of the charts from all over the country.

Will a million farm bureau members be enough to give agriculture proper representation with other strongly organized economic groups of the nation and to maintain proper relationships with the government and the public at large as the nation moves forward to victory and, more particularly, in the postwar adjustment period?

Will it be enough to guarantee a free and unfettered American agriculture its fair share of the national income, enough to secure a fair price for farm products in the market place, enough to obtain an equitable system of taxation, enough to meet the unforeseen problems which are certain to confront farmers in the days ahead?

Anyone who has followed the development of legislation, policies, and programs affecting agriculture and who has studied their far-reaching significance cannot help but say no to this question.

Perhaps the reasons for arriving at this answer can be brought home with greater forcefulness through the use of charts. Repetition of figures and statistics often is ineffective because it fails to form a coherent picture. In the accompanying charts an attempt has been made to illustrate basic facts and background information which together constitute the basis for many of our problems.

Chart 1: Farmers are definitely in a minority position today. In young countries farmers make up a large portion of the total population, but as the country grows older—becomes industrialized—and as agriculture itself becomes mechanized—farmers become a smaller and smaller portion of the total population. Thus in 1850, farmers made up 50 per cent of the United States total population; today

SPEAK WELL—AND WIN

they represent less than one-fourth. Note that in the last 20 years, the percentage of the population living on farms declined almost one-fourth.

Percent

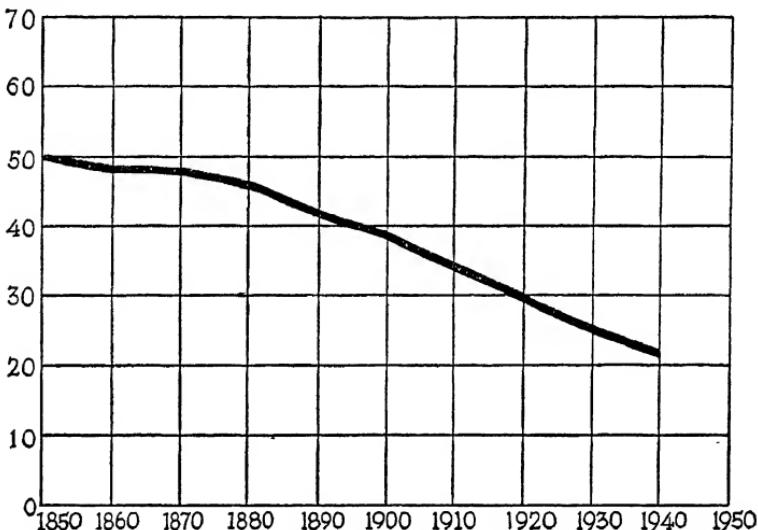


CHART 1.—United States rural population as a percentage of total population, 1850–1940.

With farmers increasingly becoming a minority group, does it not stand to reason that they must be better organized if they are to exert their proper influence in determining legislation, policies, and programs, the result of which will largely determine the future of the farm home and the type of agriculture and the welfare of the farmers in this nation?

Chart 2: Farmers received more than one-third of the national income before the Civil War. During the last 80 years, farmers have received a constantly decreasing proportion of the national income. It is to be expected that as farmers become a smaller portion of the total population the percentage of national income going to farmers will also decrease. Organized farmers, however, must be on guard to see that it will be a proportional decrease.

SPEECHES WITH "C-I-M-A"

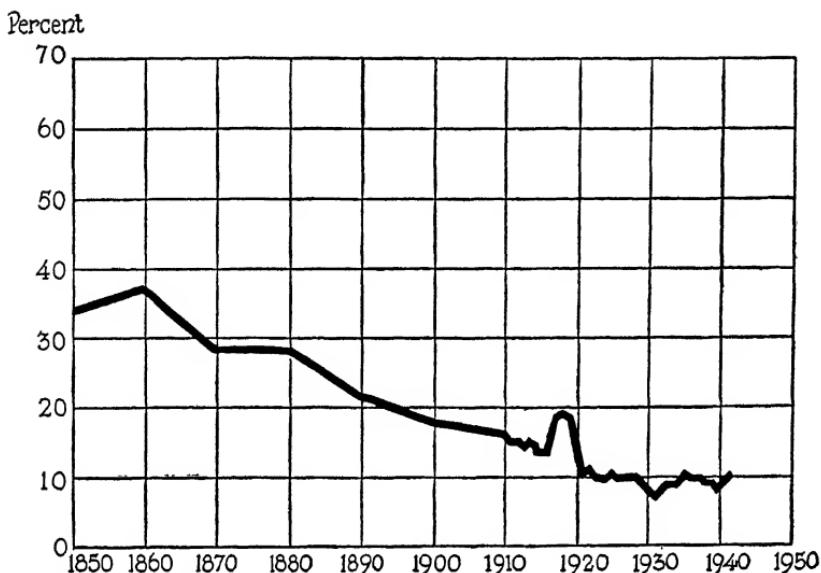


CHART 2.—Farmers' share of the national income, 1850-1942.

Since 1940, farmers' share of the national income has shown a slow increase as a result of the unusual wartime demand for farm products. What will farmers' share of the national income be in the postwar period, when the demand for farm products may decline? Will it not be necessary to be sufficiently organized effectively to demand our fair share of the national income?

Chart 3: Twenty-five years ago, during the First World War, the typical nonfarm family spent more than 35 per cent of its income for food. Hourly and weekly wages in recent years have shown a greater increase than prices of farm products. As a result, the proportion of nonfarm family income spent for food has declined greatly. By 1941 and 1942, the nonfarm family could buy the same kinds and amounts of food as in 1918 for only 22 per cent of its income. In view of this fact, farmers cannot understand nor see the justice of the recent consumer subsidy and roll-back program. If—when there are more people employed and at higher wages than ever before in the history of our nation—farmers are forced to witness a roll back, what can we expect when employment and nonfarm income are

SPEAK WELL—AND WIN

Percent

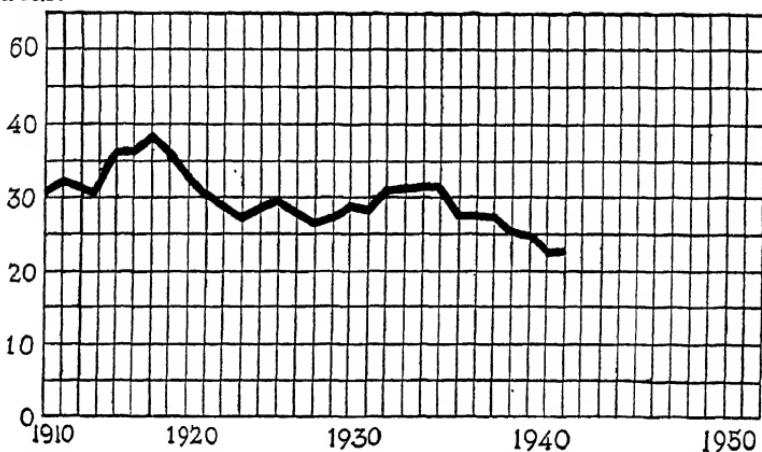


CHART 3.—Percentage of nonfarm income spent for food, 1910–1942.

Thousands

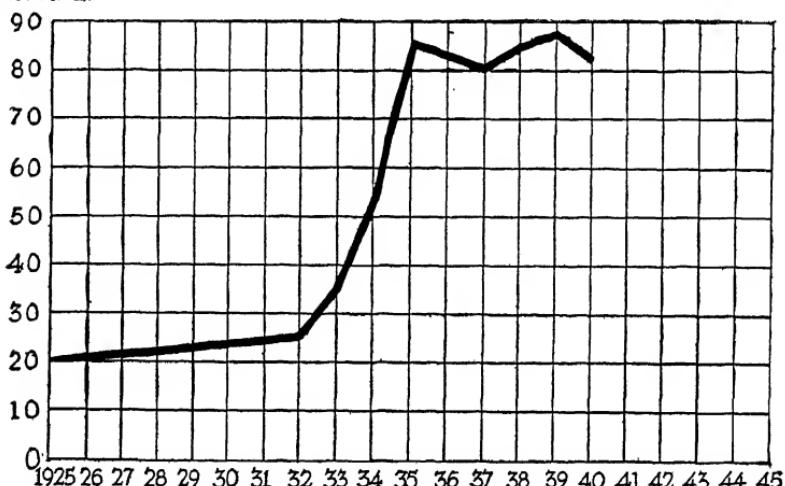


CHART 4.—Total number of employees, U. S. Department of Agriculture, 1925–1940.

SPEECHES WITH "C-I-M-A"

less favorable? Will a million farm bureau members be enough to ward off the drive for cheap food?

Chart 4: Up to 1932 the U.S. Department of Agriculture had fewer than 25,000 employees. These employees were engaged primarily in agricultural research, agricultural extension, and essential regulatory services. From 1932 to 1935 the number of agricultural-department employees increased by more than 250 per cent. The department was expanded to meet an agricultural emergency. Although the emergency has long been passed, the U.S. Department of Agriculture is still practically as large as during the emergency-period in the 1930's.

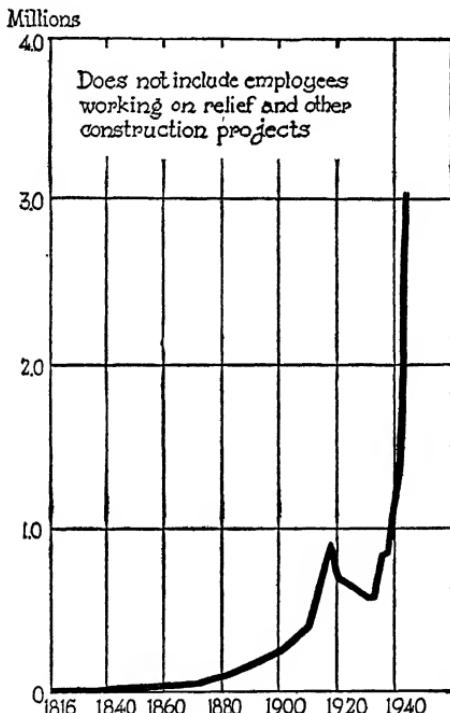


CHART 5.—United States government employees, executive branch, 1816–1942.

Chart 5: The Federal government now has three times as many employees in the executive branch as it had at the peak of the last

SPEAK WELL—AND WIN

war. This great increase in the number of employees is the basic reason why the executive branch of the government has become so powerful in recent years and threatens to disrupt the balance of power upon which our republican form of government depends. This great number of Federal employees has a very definite influence upon policies, programs, and legislation. Do not this and the preceding chart [page 97] present a challenge to farmers to organize? Can anyone fail to recognize the powerful influence of three million employees in the executive branch of the Federal government?

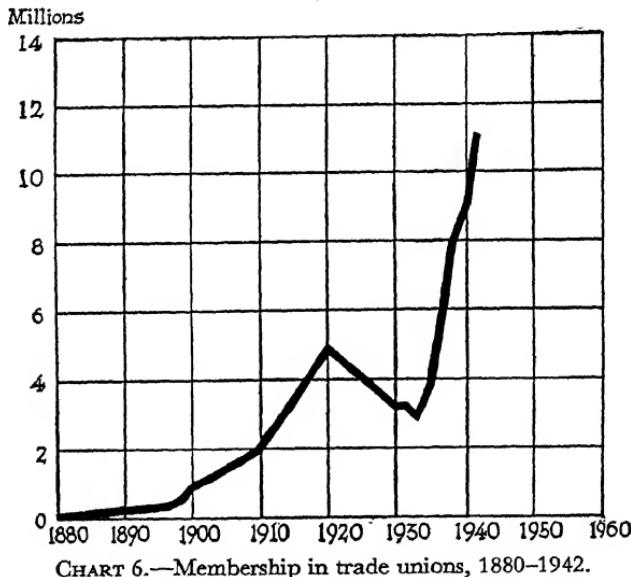


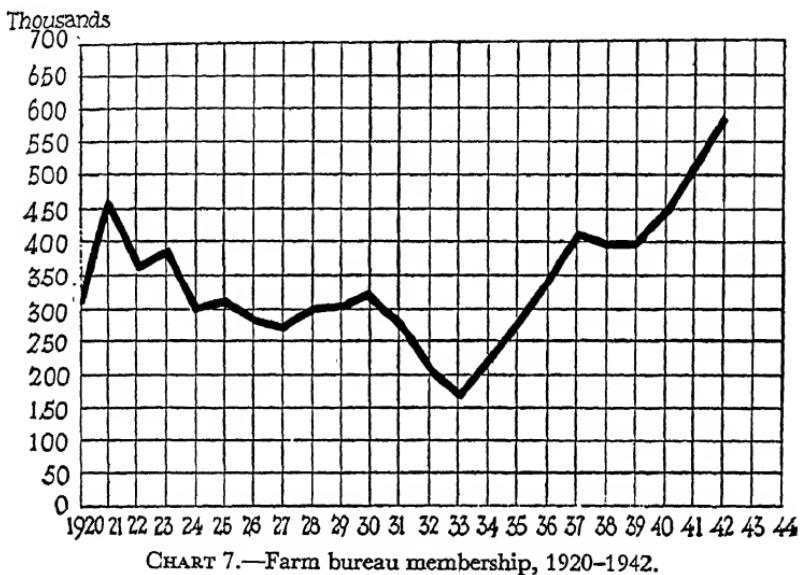
CHART 6.—Membership in trade unions, 1880–1942.

Chart 6: Is it any wonder that organized labor has such a powerful influence over our national administration when we note that in the past ten years the membership in trade unions has skyrocketed to better than 11 million—more than treble the number in 1937? Can any thinking farmer fail to see the need for agriculture to become fully organized? Can any farmer longer afford to attempt to “go it alone” with labor in such a strongly organized position—with its demands for higher wages and cheap food, its demands for

SPEECHES WITH "C-I-M-A"

policies, which, if adopted, can lead only to the exploitation of the American farmer and the ultimate creation of a downtrodden class of peasants?

Chart 7: The growth of farm bureau membership during the past ten years from the low point in 1933 of 163,246 to 591,230 in 1942 represents real progress. But when we contrast our membership



with 6 million farmers in the nation it is apparent that we have just laid the foundation—the big job is ahead.

Chart 8: The contrast between the number of farm bureau members and the membership of organized labor leaves much to be desired. It certainly presents a challenge to any farmer who has at heart the future of American agriculture and the farm home. Naturally we cannot expect ever to have as many members as organized labor, first of all, because there are not nearly as many farmers as there are industrial workers and, secondly, because farm bureau membership is voluntary. However, no one can deny that a strongly organized agriculture on a voluntary basis, well dis-

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tributed throughout the states, representing the best thought of farmers, promoting sound programs which are equitable to all groups, offering constructive criticism, and doing everything possi-

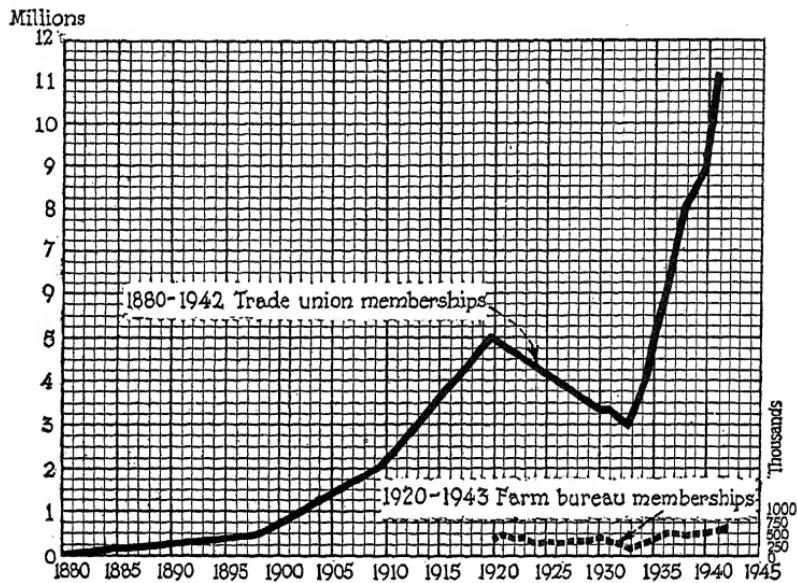


CHART 8.—Farm bureau and trade-union membership contrasted.

ble to bring about an early victory, will present a powerful influence for a better agriculture and a sound economic national life.

Certainly if there ever was a need for the membership in the farm bureau to be increased to at least a million, it is now, and every thinking member should do his utmost to help attain this goal at the earliest possible moment.

ADDRESS TO CHICAGO ASSOCIATION OF COMMERCE*

WALTER S. GIFFORD

Mr. Gifford, president of the American Telephone and Telegraph Company, has for two decades been recognized as one of the outstanding speakers among American business leaders. His *Address before the Bond Club*, published in *Business Speeches by Business Men*, 1930, was considered a model of the good-will speech, the type of address in which information about one's business is given *persuasively* to another group. The speech which follows, given at the annual dinner of the Chicago Association of Commerce, February 9, 1940, likewise exemplifies the good-will speech.

Mr. Gifford's use of quiet humor, as in his opening paragraph, and in his reference to his former position as a statistician, is characteristic. He makes statistics interesting and, by use of examples from the telephone business, tells something of the story of all business. Then he furthers his adaptation to the general business audience by discussing management problems, again using interesting illustrations from his own company. His expression of confidence at the close is a final touch to round out the appeal of his speech.

I am reminded of the fact that ten years ago, in December, 1929, I had the privilege of speaking before this association. At that time I very carefully prepared a speech, and I gave it a title. The title of my speech was *Prosperity*. I was not making any prophecies, but, nevertheless, it seemed to me in view of what happened subsequent to that date that perhaps it would be just as well as if I had no title to my informal address this time.

I want, however, to quote the first two or three sentences of my talk in 1929. It was after the depression began and not before. "Recent events have served to focus public attention to an unusual degree upon the immediate future of business. At such times when, perhaps, the present is too much with us, it seems to me to be helpful to take a long look backward and a long look forward. By doing so we can refresh our minds on the sources of our national wealth and the prospects for continued economic progress in spite of any

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SPEAK WELL—AND WIN

temporary maladjustments which may momentarily obscure the horizon."

If I were to rewrite that, I might not put so much emphasis on the "temporary," or on "momentarily," but the general idea still goes.

I particularly enjoy being asked here because it was thirty-six years ago when the Chicago Association of Commerce was formed, as I understand it, and it was also thirty-six years ago when I started work in Chicago. I had the great good fortune, by accident, of being offered a job in Chicago, and I accepted it, and—being a methodical young man then and not knowing much about Chicago, never having been west of New York before, and I had been there only once—I decided I would get here a day ahead of time to get the lay of the land, which I did. It was on the Fourth of July. I went to the place where I was to work, which was the Clinton Street factory of the Western Electric Company. It was closed, but I took out my watch and walked for twenty minutes from the same starting point in each direction to find a place where I might live. The net result of it was I walked west and found a place to live, and I entered a boarding house. Fortunately for me there were some very small visitors, almost invisible, who sought to join me there. I say "fortunately" because it was one of the reasons I got to see a lot of Chicago. And so I went to a boarding house on the North Side. I stayed there awhile, but the north side was rather expensive for me with my \$10 a week pay. So, I moved to the South Side. Thus, in a very short time I had the experience of living on the West Side, the North Side, and the South Side.

Some little time later I had a much more interesting experience, that of living for a year in Hull House. In those days I was very ambitious and thought I might do something to help the world. I spent a year in Hull House, and I decided that perhaps the best thing I could do to help the world was to help myself first, and I settled down to that task.

In spite of the fact that I have been, as your toastmaster stated, at one time in my life a statistician—I can still pronounce it—I am not going to quote many figures tonight, but I think in view of my statement that a long look backward is sometimes good, as well as a long look forward, I might say that when this association of com-

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merce was organized, and when I started to work, the Telephone Company here in Chicago employed 3,400 people. It now employs over 15,000. It had invested in its telephone plant at that time \$11,000,000. It now has \$218,000,000 invested in the city of Chicago.

Two great events happened in the telephone world last month. One was the installation of the millionth telephone in Chicago. When I went to work here, there were only 90,000 telephones.

Another was the celebration on the twenty-fifth of January of the twenty-fifth anniversary of the opening of the transcontinental telephone line. When I went to work, and for a good many years thereafter, Chicago could not talk to the Pacific Coast by telephone, neither could New York. There was no telephone line that went farther west than Omaha. As a matter of fact, it was less than 100 years ago when the first organized communication service, mail service to the Pacific Coast, was inaugurated. Prior to 1858 there was no regular direct communication between Chicago and the Pacific Coast. Then the Overland Mail was established, and it had a great organization with 100 coaches, 800 drivers, and 1,500 horses and mules. That was very promptly followed by the Pony Express a year or two later, and a year or so later still by the electric telegraph across the continent, so that Chicago could telegraph to the Pacific Coast. Eight years later the first railroad crossed the country. Those all occurred before the telephone was even invented.

The telephone was subsequently invented, and finally, after much study, research, development, and invention, it was possible in 1915 to talk to the Coast for the first time. In those days it took about half an hour to get a call through. Now, as you know, you can usually hold the line and get it put through without hanging up the telephone.

Lots of things have happened even since 1915. We have transcontinental airplane service; we have radio broadcasts going across the continent; the telephone has been developed so you can talk anywhere in the world, and a few years ago I had the unique and interesting experience of sitting in the office talking to one of my vice-presidents in the next office, and my conversation went around the world in one direction, and his conversation to me went around the world the other way.

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Now, I mention these things because to me they are amazing illustrations of progress growing out of scientific developments. When the Overland Mail started, the only inventions used were the wheel and the harness. In a relatively short space of time since then, within the lifetime of some people who are living, we have developed all these amazing achievements in communication and transportation from the wheel and the harness, from the horse and the mule, to where you can talk or fly around the world.

But, great as they are, I think that they would not have been accomplished except for one other great achievement in this country, and that is the development of business management. Management, particularly management of large businesses, has become a profession. It has not only become a profession, but I think that more people realize it is the leading profession in this country today. Today management realizes that it is in the position of a trustee in which not only the stockholders, but the employees and the public as well, must be considered. It is by working out these management problems that these wonderful scientific achievements have been made practical and useful to humanity.

With this change of responsibility on the part of business management and the realization that they are responsible as trustees for the three parties in interest, has come the realization that the problem of running a business in a democracy is a distinct and very interesting occupation.

There is no reason why business must always succeed in a democracy, and it won't succeed in a democracy unless it has public confidence, and it is very essential, it seems to me, that the profession of management shall continue to develop and continue to realize its responsibility, not only for greater efficiency, or improvements of products, and so forth, but for humane consideration for the employees and for the consideration of the security owners, the latter especially because practically all large concerns now are publicly owned and finally for the important consideration of the public interest.

I am going to take the opportunity, if I may, of using as an illustration of what I am trying to point out to you, briefly, a few of the management accomplishments of the Telephone Company. Most of these things were done by the management before my day;

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so I don't think it is too immodest for me to refer to them. Many other industries have likewise been pioneers in other than scientific achievement, invention, and improved products. Some twenty-six years ago the telephone system adopted a benefit plan. That benefit plan provided for payments in case of accident, sickness, or death and provided for pensions. Today it is so ordinary and common for that to be done it is a little hard to realize how extraordinary it was twenty-six years ago. At that time there were scarcely any states that had even compensation insurance for industrial accidents. About twelve years ago the telephone system also provided a new system of accounting for pensions. It adopted an actuarial basis instead of a pay-as-you-go basis. These charges to take care of pensions in the future had to be paid before dividends could be paid. As a result, today we have \$268,000,000 in pension funds, trusteeed to be used solely for pension purposes.

Very early in the history of the telephone business the management foresaw the necessity and desirability of having a manufacturing company which would manufacture what it thought was necessary in order to make the greatest progress in the business, and it acquired the Western Electric Company, the Hawthorne Plant of which is practically located in Chicago. That ownership of its own manufacturing company has proven of tremendous value over the years in improving telephone service and making it more economical.

We also very early in the game created a central organization of research and development and for the studying of operating methods and other matters that have to do with the improvements in the whole art of telephony and management. Incidentally, we have undoubtedly the largest industrial scientific laboratories in the country and probably in the world.

We also were one of the first organizations, we were one of the pioneers, in considering the value of courtesy in business in a democracy. I don't mean mere mechanical courtesy, but the courtesy that means real consideration for others. It is best known, perhaps, by the "voice with a smile" and the "Number, please," of the operator. But it is an idea that has subsequently been taken up by many other companies with great success, and I believe it is fundamental in the successful management of a large business enterprise in a democracy.

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A few years ago we made a very definite statement of policy. Of course, it is easy to make a statement, but having done it in writing you have to live up to it. It has probably been one of our greatest factors making for good public relations.

One hears a lot of talk about public relations as if it is something that could be pulled out of a hat or as if it is just some kind of a trick. In our judgment public relations is a way of living. If your background of living is not right, I don't think any amount of publicity or any amount of effort will result in good public relations. But, if you have a policy and announce it to all your employees—and we have over 300,000 in the telephone system—and all your employees know about it, they are the best people to help create good public relations that you can have.

It is true we were one of the pioneers, if not the pioneer, in what is known as institutional advertising. But institutional advertising is not much good unless you have the kind of an institution that is worth advertising.

Public approval, in my judgment, is very necessary today for business in this country, and I am delighted to find as years have gone by, since the days when I first started here, since the days when this association of commerce first started, that the business world has waked up to an extraordinary degree to the advantage and value of public approval of what they are doing.

I realize, of course, that these are very troubloous times in the world outside of the United States, and we have some things in the United States that we still worry about. We have too much unemployment, and we have unbalanced budgets, and we have many things to give us much concern.

However, the one thing that seems to me to have distinguished this particular depression that we have been through, and that has astonished me, has been the extraordinary amount of defeatism that seems to have been all over the country. I have found it among businessmen, and I have found it among all classes of people; I have found it particularly among people who were not so badly hurt by the depression as those who were unemployed and unable to find a job. I don't quite understand it. It seems to me to be much along the lines of the position that was taken in the 1920's by people who said that boom periods will never end, we shall go on forever

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at this grand rate we are going, and we shall never have any further depressions.

Now you find people who say unemployment will never end, we shall go on forever in this depressed state of trouble and tribulation, and that this will never end. I think both of them are equally wrong. I have always had great confidence in the future of this country, and I believe it is justified, both on the basis of the past and on the basis of what you can find if you just look around you today. I think that there isn't the slightest excuse for any attitude of defeatism in the United States. It takes faith, courage, and optimism to accomplish anything, and certainly the leaders of business should have faith and optimism if any one should have. If we who have positions of responsibility don't have it, what can we expect of those who are unable to do anything for themselves, those who want jobs and cannot find them? Certainly it is up to us to have every ounce of faith in the future of our own country that we can have, and I think we are justified in having quantities of it. I suppose that the faith and optimism that I acquired I got originally in Chicago. I was here in the very early days of my working life. I was only nineteen when I started here, and I certainly got in those early days in the great city a great deal of confidence and faith in the future.

I am delighted to hear the talk of Mr. Randall tonight, and I am delighted to find that faith and optimism is still here, and if there is nothing else I can thank Chicago for, I can thank you for giving me that faith which I have kept and still have, and I look forward as I know you all do to that time when, just as the boom times stopped one day, all these depression troubles will stop some day.

Thank you very much.

ADVERTISING IN WAR AND POSTWAR

WILLARD CHEVALIER

This speech was broadcast on June 28, 1943, by Col. Willard Chevalier, publisher of *Business Week*. It was a condensation of the keynote speech that he delivered at the annual convention of the Advertising Federation of America.

A striking introduction gets this speech off to a good start. The concrete and vivid illustrative material, consisting of citations of actual advertising headlines, sustains interest throughout. Clarity of outline and sharpness of analysis of the functions of advertising, together with the effective contrast of advertising in a democracy and in a dictatorship, are further points of excellence in this short talk.

A few days ago the Associated Press wires carried a dispatch under a Coatesville, Pennsylvania, date line. It was from Fred B. Manship, editor of the *Coatesville Record*, who was reporting what he described as "the toughest story he was ever called upon to write." His dispatch reported that Technical Sgt. Fred B. Manship, Jr., his nineteen-year-old son, had been fatally wounded in action in North Africa.

Today, as you and I sit in our homes or offices in peace and plenty, thousands of other American boys—yes, and some American girls—are living and working and fighting in deadly peril of their own lives that you and I may enjoy our security. We are able to be here, only because they are there.

If they have a grim and urgent job to do, we of the home front also have a job that is just as urgent although not so grim. If they, out there, are to do their part, we, here, must do ours. No section of our people, no function of our society, no part of our economic machinery can plead exemption from the all-absorbing demands of all-out war.

All this comes home to us with new force as the war turns in our favor. For a year and a half now we have fought desperately to avert disaster. That danger has passed. Today our armies stand poised for attack.

But we have not got to that point without cost. The home front, too, has had its casualties—less food, less gas and oil, shoes, clothes,

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travel. These are but trifling hurts as compared with the grisly toll of the fighting fronts, yet they cannot be evaded if we would win the war. Moreover, the dike against inflation—our security against the threat of runaway prices and wages—is none too secure. Black markets, labor unrest, official faltering and confusion are danger signals. Only by self-discipline and sustained effort can we keep the home front safe during the critical days ahead.

We are met here to consider the special responsibility that rests upon advertising—not alone to help maintain industrial production, not only to help fortify the home front against the difficulties that lie ahead, but also to help safeguard those American institutions for which we are fighting and to which we must look for a firm foundation on which to build the world of tomorrow.

The wartime job of industry, as you know, was to produce more and more with less and less; to perform its essential tasks better and faster. And through advertising, experts in one field of industry were able to tell others how special problems could be licked, how wastes could be cut and materials saved. "Be a waste warden" became the slogan of one company. "Make three electrodes do the work of four," urged another. "Don't junk it—have its life renewed," admonished a third. No idle talk was this, but vital know-how, usable information, the fruits of years of practical experience.

This process of passing along industrial knowledge to solve production problems became one of the secret weapons of democracy which has made possible our enormous production. It developed as spontaneously as did the need for it. No government pressure, no directives from Washington were necessary to put it to work. Also, through advertising, many a home-front soldier has been told how to do this or her important part. "Rent spare rooms to war workers." "Save empty tubes." "Grow vegetables in your backyard." Over and over again, as you have heard these admonitions, they have reminded you how to throw your weight behind the men on the battle lines. "Buy only what you *need*, take care of what you own!" headlined one department store's "Home Front News," full of usable household hints.

You are just as familiar as I am with other classics of wartime advertising. Some of them have stirred us to the depth of our souls. Remember those ads "The Empty Room . . ." and "The Kid

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in Upper 4"? They will remain forever part of the heritage of this war. As a matter of fact, it took a war to remind some of us, and to show many others for the first time, what is the real function of advertising. It brought home in striking fashion that we Americans are a nation of specialists and that advertising helps to provide the market place through which we all exchange the products of our incredible productivity.

In this vital process two facts stand out. One is that practically every one of us is represented in the advertising market place, not only as a buyer but also as a seller. The factory worker in Pittsburgh, the fruit picker in California, the cow hand in Texas, and the farmer in Virginia all depend for their incomes on the sale of their products just as much as do the salesmen, directors, owners, or stockholders of American business. After the average American has met his bare subsistence needs for food, clothing, and shelter, he has additional money to spend, and he has a free choice to spend it amongst a vast variety of optional goods. That, indeed, is the distinctive mark of a high living standard. To help foster it is the distinctive function of advertising.

The second fact results from that one; advertising must therefore be something more than a mere recital of facts and figures regarding those available goods and services. If it is to stimulate the consumer's desires, it must combine persuasion with an appeal to reason. It must stir desire for new things as well as describe them.

Thus it becomes a constructive force which, on the one hand, promotes desire for greater physical comforts, while on the other hand it helps to provide jobs in this competitive world for those who produce the goods and services that satisfy those desires.

Today, in this war, we have suspended, for the time being, many of the normal economic incentives. War now supplies the incentive for most of our production and employment. But now we are learning that this change in the nature of our incentives has not diminished the usefulness of advertising. As a highly effective medium of communication among the American people, it still has a job to do. When all else must be subordinated to the will to win, advertising becomes an expression of that will; when the incentives of peace must give way to those of war, advertising gives voice to the change.

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It emphasizes the need for greater production; it fosters the practice of self-discipline.

And, now, where shall we go from here? The war has dramatized for all to see how practical, how vital, and how universal an instrument advertising is. Its use and application are but one aspect of the effort of the American people to make a living, a good living, and to solve their problems as a nation. In the future, as in the past, its use will depend on our plans for living and on the problems we may meet along the way.

If, in time of peace, a government bureaucracy were to rule our lives as it is doing in time of war, advertising in time might well disappear. But with it probably would disappear much of the freedom of choice that now prevails in the American market place. Standard clothes and shoes, produced in standard factories under standard wages and working conditions and worn by standardized people living in standardized homes might well become the rule. Advertising would consist of bulletins listing the kinds and amounts of goods and services citizens were entitled to. But such government control probably would in time stifle initiative, reduce the incentive to invent and to improve our ways of living. Living standards might well be leveled—but there is great danger that they would be leveled down, not up.

I do not believe that such a pattern is America's design for living. But we must never forget that the world of freedom we now are fighting to defend and rebuild will not just happen.

The war must still be won; many sacrifices must still be made. As our food problems increase, the public will want more practical instruction on how to budget its supplies from the viewpoint of both taste and nutrition. If we are to win on the home front, we must win the battle against inflation. Prices of the necessities of life must not be permitted to get completely out of control. Inflation is sabotage of victory; advertising that fosters self-discipline, supports bond buying, rationing, and price controls is one of the powerful weapons available to fight it.

While we are beginning to plan for peace, we can scarcely foresee today more than a few of the difficulties of the transition period. But of one thing we may be certain: our chief transition problem is

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to get back to peacetime production as rapidly as possible. Speed is essential for two reasons: First to cut down the unemployment that may result from the dwindling war production and reduction of the armed forces. Second, to relieve the pressure of huge accumulated savings on a diminished supply of consumer goods. New goods and services must be brought into the market as soon as possible.

The talents of the advertising men, which have contributed so materially to the conversion from peace to war, now must be invoked to tackle the problems of reconversion to peace.

Advertising already is well under way on this job. "Take a look at tomorrow, today." "What next, plastic pennies?" "How can a bomber part improve tomorrow's typewriter?" These are typical headlines that are setting manufacturers to thinking about and consumers to wanting new and better things. To create these desires for goods and to translate them into orders that will mean jobs is one of the most urgent problems of the transition period.

Another problem still before us is a widespread lack of understanding as between management and labor, agriculture and industry, government and business.

No one knows for sure whether we shall succeed, through better understanding of our common problems, in rebuilding a free society or whether we are doomed to be torn into shreds by class conflict. To a large extent, the answer will depend on our ability to keep our channels of communication open and free and clean.

Advertising has more than a message to carry, it has a mission to fulfill. It originated in the business activities of the people. But now it has become a universal channel of communication open to their every interest. In time of peace, it appeals to their individual desires and aspirations. War transforms it into a powerful instrument of education and community action for the common good.

The problems of restored peace and revived prosperity will be no less worth while, no less exacting than those of war. Advertising can help us tackle them with the same vigor and enthusiasm that now have brought victory within our reach.

To rekindle the faith of a free people in their own freedom, to provide a channel, accepted and respected by all, through which to exchange their conceptions of the common good, to maintain a clearing house by which free men can exchange their services on a

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basis of merit in a competitive forum, to hold before every American a vision of new ideas and better goods whereby to enrich his life and the life of the nation—here, it seems to me, is a mission that should challenge American advertising in the postwar world.

To that high purpose this gathering of American advertising men and women is dedicated.

THE CRISIS ON THE HOME FRONT*

ERIC A. JOHNSTON

As wartime president of the Chamber of Commerce of the United States, Eric A. Johnston, young Spokane, Washington, businessman, has made his mark as an energetic, persuasive speaker. He has won the approval of groups as widely apart as organized farmers, government, and organized labor. A highly communicative, straightforward manner of speaking, effective use of physical energy, and a strong sense of activation mark his speeches.

The talk which follows was given by radio June 24, 1943, at a time when there was in truth a "crisis on the home front." Production of war goods was lagging; labor disputes were rife; the food situation was approaching confusion; and government officials were quarreling among themselves. Johnston's appeal to the people to concentrate on winning the war was timely and appropriate. His short staccato-style sentences, plain language, and skillful use of motivation and activation will be of special interest to the student of effective oral persuasion.

Good evening, Americans, everywhere.

The truth is sometimes startling. The facts are sometimes hard to face. But the time has come when we must look the facts squarely in the face, or the very security of our nation will be imperiled. The truth is this: Our country is confronted by a crisis that daily grows more menacing, a crisis of a nature so serious that its dangers cannot be overemphasized. It is imperative that all citizens of the United States fully comprehend the actualities of the crisis which confronts every one of us.

Our fighting men on many fronts are lashing out with increasing power against the enemy. Our airmen are devastating his production and blasting his shipping. Our naval and military forces are pushing him inexorably from the footholds he has gained. American industry has achieved a production record which surpasses all the expectations of a year ago. Yet Hitler and Tojo, despite their obvious military reverses, are still able to hold out hopes of victory to their

* Published by permission of the United States Chamber of Commerce.

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armies and their people. They hold out these hopes by stressing to their people the news of the crisis in America—the crisis on the American home front. The only *good* news the Axis is getting is the *bad* news from the United States' home front.

Hitler knows that his downfall can be delayed because of dissension and disunity in the arsenal of democracy. As our bombers shatter factories in the Ruhr, the headlines in Berlin proclaim a strike in Pennsylvania or Alabama, a conflict among high officials in Washington, or a riot in Detroit. And all these disputes add up to one dangerous word—crisis—the growing crisis on our home front.

While we forge ahead on battle fronts, Washington is *not* winning the war on the economic front. And Washington is the key city of the world, the hub of the war effort of the United Nations. Efficiency in Washington is eventually reflected in efficiency on firing lines thousands of miles away. Confusion and inefficiency in Washington serve to delay the day of victory.

Washington dillydallies, argues about the jurisdiction of Federal war agencies, plays politics, experiments with social measures, acts with indecision or not at all.

Meanwhile, the threat of inflation hangs like the sword of Damocles over the nation's head. The food shortage continues to get worse. We have failed to formulate a tax program adequate to help meet the astronomical costs of war and forestall inflation. A chaotic price policy provides fertile soil for the growth of untold numbers of black markets. The problem of man power is still a mess.

Pressure groups forget the war against a common and blood-thirsty enemy to engage in a civil economic brawl with the battle lines drawn on the home front instead of on the war front. Personal prosperity and group advantage is placed ahead of patriotism.

Too much play for power among powerful men, lack of coordination and cohesion of effort are causing Washington to spray its shots and miss the mark when the target should be hit with 16-inch artillery.

But the crisis on the home front is not confined to the nation's capital. Despite labor's no-strike pledge—voluntarily given immediately after Pearl Harbor—strikes are on the increase. There is a singular disregard throughout the land for law and order. It is

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considered smart by too many people to evade rationing, to patronize black markets, and to violate other rules which must be promulgated in wartime.

Worst of all, we have failed to keep pace with our over-all production schedule so far this year. Our output of arms must be greatly increased in the next six months if we are to make up for the deficiency and adequately provide our fighting forces and those of our allies with the weapons essential to victory.

Time and again it has been said that this is a total war—that this is a war in which civilians as well as soldiers play a vital role. Nobody can afford to be a slacker in this war. We are all part of the greatest, grimmest, most ghastly conflict in the world's history. The war isn't being fought in the newsreels or over the radio. Our young men—the sons and brothers, the fathers and husbands from millions of American homes—know this is a war of fire and blood, of mud and cold steel, a war where death may lurk behind every bush and peer from every empty window. This is the war *they* are fighting for their country and its ideals, for their homes and families, for *us*.

There isn't a single businessman, a single worker, or a single farmer who undergoes even a semblance of the hardships, the toil and worry, and the risks met so courageously by our fighting men in the murk and mud of Guadalcanal, the frigid wastes of Attu, and the broiling sands of North Africa.

What do you suppose these boys think when they hear or read news like this from their home front, which I quote literally from the newspaper headlines: COAL SHORTAGE TO SHUT STEEL BLAST FURNACES. FOOD SITUATION NEARS A CRISIS AMID WELTER OF CONFUSED PLANS. ARMY CALLED TO HALT RIOTING. And then on the same page, a headline from our forces in Europe: U.S. PLANES BATTER RUHR BY DAYLIGHT—BRITISH LOSE FORTY-FOUR BOMBERS IN NIGHT ATTACK.

I can tell you what those boys think when they hear news of this character from home. Come hell or high water, they know they are eventually going to win this war and come home. And that will be their day of reckoning. They will know who is responsible for production delays. They will know who is placing petty, selfish desires and ambitions above patriotism—and when the war is won those guilty ones will be held accountable. Fighting among ourselves on the home front only serves to prolong the fighting on battle fronts.

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And more than anything else in this world those boys want to win this war quickly and come home again.

It is up to you and me, to everyone of us, to support our fighting fronts in every way we possibly can. Those in business can manage even better. Those in labor can work even harder. Those on farms can produce even more. Those in government, in executive and legislative branches, can guide all their decisions by one indelible rule—the war comes first.

A year ago, America was meeting with reverses at the hands of the enemy. Taken by surprise and still unprepared to fight on worldwide fronts, we were on the defensive everywhere. But our teamwork at home was good. We were acutely aware that our enemies were strong and formidable—and that they held the initiative. We were all dedicated supremely to winning the war, and we supported our words with action of such a relentless energy as the world has never witnessed. We had built a mighty machine of mechanized warfare, were training a giant army, were sending our bombers into the air by the thousands, our ships into the seven seas. In our devotion to the common cause of victory, our unity was staunch and our teamwork excellent.

All this we did in a year. And as a consequence, we are now the aggressors. The enemy is on the defensive. Yet we have gone into a slump on the home front. Because our teamwork, on the whole, is—well, I'd better not use the word on the radio. Complacency and overconfidence have replaced the zeal and will to exterminate our enemies in the shortest possible order. And so we are face to face with a real and growing crisis on the home front.

Americans, let's snap out of it!

There's a war going on—a great and terrible war. Hitler-held Europe is not termed a fortress without good reason. The road to Tokyo remains to be built. Our enemies are still far from defeat, and countless thousands of American lives are almost certain to be lost in the bloody, bitter struggle to come. Remember that we have only just begun to win this war.

No group in the nation's economic life can afford to take time out from the war to press for special advantage. The advantage gained by any single group must be subtracted from the welfare of the nation as a whole. No group in America—management, farmers,

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or workers—can have its own way completely. We all have to give up some of our rights and freedoms, forego some of our privileges. Those rights and freedoms and privileges are what we fight for. And they can be fully restored only when we win the war.

The people of this nation are rightfully concerned about the news which comes to them from Washington—the stories of disorder and confusion, of endless pulling and hauling among administrative agencies, of clashing personalities and loose-knit planning. But the war on the economic front—the fight against inflation, the battle to solve price and rationing problems—cannot be won in Washington alone. It is Washington's responsibility to organize the nation on the soundest possible economic basis and in so organizing it to take into account the fact that Washington alone cannot win the war, that local effort is indispensable. It is our, the people's, responsibility to obey the directives and regulations which are necessary to bring order into the imbalance of our wartime economic universe.

The army of the people must conform to the orders of the generals of the home front. But that army must have unified direction. It cannot obey orders if one general issues a command to double time and another general simultaneously shouts, "To the rear, march!"

In all fairness, we must admit that the administration and supervision of our herculean war effort on the home front is a task infinitely complicated and tremendously difficult.

We have plenty of man power in Washington now—too much, in fact. What we need now is more brain power and more unity of purpose. I am not going to discuss in detail the many problems Washington must solve. I don't have time to do so. The crisis in food alone would require an entire evening's analysis, at least. Briefly, I can say that food administration—production, prices, and rationing of food—should be placed under a single head. I will say that the Office of Price Administration needs to be revamped drastically. I will say there is something fundamentally wrong when we have more cattle in the country than ever before and yet the housewife finds beef almost unobtainable, or when there is such an imbalance in the price of corn that the farmer can get 30 per cent more for it when fed to hogs than when sold as dairy feed to put milk on your table or as poultry feed to give you eggs for your breakfast.

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What is most urgently needed is the application of plain hard-headed common sense to these problems. We need to think a lot less about politics and a lot more about winning the war.

The President recently gave recognition to the gravity of the home-front crisis when he created the Office of War Mobilization. The President declared at the time that we are entering a phase of the war effort when we must keep both our military machine and our essential civilian economy running in team and at high speed. Of course, we actually entered such a phase of the war effort when the Japs attacked us at Pearl Harbor.

The question now is whether or not the latest agency created by executive order is just another piece of patchwork on an existing patchwork of hundreds of other agencies, another coordinating agency to coordinate coordinating agencies, or whether it will be a true executive body which will end conflicts and confusion in the capital. Generally, the attitude is one of "Well, let's wait and see. This one *may* work."

I say we've waited far too long to see whether any new addition to the government's alphabetical family will work or not. This one must be *made* to work. The public must demand that it be made to work. Otherwise the home-front crisis will grow even worse. And not only will the civilian population suffer unduly, but the effects of economic disorganization will eventually extend to battle fronts.

It is a bleak picture of the home-front crisis that I have described. Yet it is not a hopeless one. We dare not believe it is hopeless—for to do so would be to disbelieve in the greatness of our country. We know we shall win this war despite every obstacle at home or abroad.

But to do so we must reawaken to reality. There is no problem of the home front that cannot be solved if devotion and patriotism and the will to victory transcend politics, selfishness, and fear. Let's get back to the spirit of individual and group sacrifices! Let's have a return to old-fashioned patriotism! Let's stop thinking that we can fight the world's bloodiest and most destructive war and still maintain the comforts, the wages, the profits, and the advantages of peacetime existence. Let's match the bravery and the sacrifice of the men on the bloody suffering battle fronts with an equal measure of devotion and determination and sacrifice at home.

HINTS TO SPEAKERS

HINTS TO SPEAKERS

Here, in boiled-down, definite form, are suggestions that will aid the speaker in preparing talks, delivering them, and meeting the varied speech situations that will confront him. This section should be used as a reference manual in conjunction with the study of the Four Constant Aims.

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ON PREPARING SPEECHES

1. HOW TO ASSEMBLE YOUR TALK

Putting together a speech may involve almost anything from the shortest possible outline, perhaps merely a statement of the two or three main points to be discussed, to a completely written manuscript. But systematic preparation is in any event almost a necessity. The steps may be briefed as follows:

1. Determine the topic and the goal to be attained.
2. Study the audience and the possibilities of motivating it. Select the principal ideas of the speech on the basis of this study.
3. Definitely phrase the main ideas and determine the order of presentation.
4. Select illustrative material to develop each main idea: comparisons, contrasts, examples, testimony, statistics. Decide whether charts, films, demonstrations, etc., are to be used.
5. Decide on an attention-getting brief introduction. Select the illustrative details for it.
6. Decide what type of conclusion will be used and plan its details.
7. Survey the main ideas and conclusion, particularly, to be sure that activating material is used.
8. Make an outline, as brief or as detailed as you believe will be required.
9. If you desire, *following rehearsal from outline*, dictate or write a complete manuscript.

Check your speech plan or manuscript to be sure that you have followed the Four Constant Aims!

SPEAK WELL—AND WIN

2. FITTING THE SPEECH TO ITS PURPOSE

In the broadest and most important sense, all speaking seeks *action* of some kind. The Four Constant Aims: to communicate, to illustrate, to motivate, and to activate, ought always to be in mind. In a narrower sense, the purposes of speaking may be *to inform, to persuade, or to entertain.*

Instructions, reports, and explanations have as their purpose the conveying of information. They seek to make meaning *clear*. In such speeches, stress comparisons between what the hearers already know or understand and that which you wish to have them understand. Use simple examples, demonstrations, etc.

Persuasive speeches seek to change the beliefs of the hearers or to lead them to overt action, such as voting, buying, etc. In such speeches, stress motivation and activation heavily, using illustrative material that makes the motive appeal more vivid.

In speeches designed mainly to entertain, use the humorous, the novel, and the unusual.

However, in all speaking, since some kind of action is the ultimate purpose, don't neglect motivation and activation. If you are giving instructions, remember that your object is to have them carried out; if you are explaining something, you want your hearers to listen with interest; if you are making a report, you probably not only desire approval, but perhaps wish to advocate some policy based on the conclusions that you present.

3. THE ATTENTION-WINNING INTRODUCTION

A good "kickoff" for a speech is one of the near essentials for success. To win interest and attention promptly while the

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audience is receptive is to create a favorable attitude toward you and what you have to say.

Make it brief! To the point! Full of motivating material for the audience! Don't waste time in vague general remarks, apologies, alibis, or tiresome "reviews of the background of the topic." Get started with speed and with something that will capture attention and create interest in your subject.

The old-fashioned formal introduction, consisting of opening remarks, definition of the subject, history of the subject, and advance outline of the topics under which the speaker intends to discuss his subject, is practically dead. Radio speaking, with its insistence upon time economy, dealt this type of opening the final blow.

Here are some hints for quick introductions:

1. Definitely state your subject and show that it is of vital interest to the audience.

"I am here to discuss taxes, a subject that bears a direct relationship to your pocketbook."

"The topic tonight is 'Don't Neglect Salesmanship.' Your president has well said, 'In spite of wartime conditions, it is still true that we must sell to survive.' *Why* and *how* must we sell to survive?"

2. Open with a question or a challenge:

"Soldiers: Are you interested in getting back home alive and well? One thing you can do to ensure that happy outcome is to *know your gases*."

"Have you ever analyzed the little things that make or mar a profit in your business?"

"The purpose of this meeting is to tell you just what you are up against during the coming year. District I has been beating us in total sales for 4 years hand running.

They say, 'We have done it before, and we can do it again.'"

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3. Open with illustrative material—example, comparison, quotation, etc.:

“Two men aspired to the presidency in 1860. One of them faced squarely the issue of slavery and the union. The other dodged the issue and said, ‘Let us go on as we have for 80 years.’ He was Stephen A. Douglas. But Lincoln said, ‘This Union cannot exist half slave and half free.’”

“As I entered this building, I saw a picture of George Washington, and under it I read this quotation from the Father of Our Country: ‘The guiding rule of my life shall be the love of my country.’ That statement might well be an inspiration for everyone of us here today.”

“You will not like these facts. During 1937, Homewood’s factory output was larger by \$5,000,000 than it was in 1942 —this in spite of the great wartime activity in our region. We meet tonight to determine what we shall do about it.”

4. Use an appropriate humorous story or anecdote, or make reference to something good said by the chairman or by previous speakers, or to recent news developments.

Start with something interesting, something that matters to the audience, something that challenges, shocks, or stimulates the hearer into attention.

Then get on with your speech!

4. HOW TO KEEP CLEAR

A good driver knows what road he is to follow and just where he is at each stage of the journey. A good speaker, similarly, keeps the outlines of his talk clear. He doesn’t bore and befuddle listeners by long detours. His ideas move straight down the main road. And he provides “signposts” along the trail that indicate to the hearers where they are and when they may expect to reach their destination.

HINTS TO SPEAKERS

A well-planned speech has a structure that is easy to follow: the opening or introduction, the main ideas with their supporting material, and the conclusion. It is basically simple in design. It moves along rapidly toward its conclusion. Good planning of the idea structure is the first step toward clearness.

The speaker not only uses words that he is sure will be instantly understood, but he attempts to keep the audience informed on the progress of the speech, particularly when one idea is concluded and the next one taken up.

Here are some suggestions, not all of which are intended for use in any one speech but which will assist the speaker if he feels that he must make a special effort to keep his talk clear:

1. Announce your topic and, in the introduction, forecast briefly the main headings under which you will discuss it.
2. Introduce each main point by a topical sentence stating the idea and end by a summary sentence recapitulating the point.
3. In outlining reasons for or against a proposal or in setting forth successive steps in the development of a program or stages in a process, use the first—second—third method of introducing points.
4. Between points sometimes use the “not only, but” type of summary-transition sentence: “Not only have sales gone up, but our cost per unit has decreased.”
5. Begin your conclusion with “finally” or “in conclusion” or with some other word or phrase which indicates that you are summing up. Then briefly restate your points, add your appeal for action, and quit.
6. In general, use words that are in common usage and that the audience will readily understand; avoid technical terms except before a technically trained audience; use

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sufficient repetition to be sure that meaning is kept clear; use frequent summaries. Always illustrate points that otherwise might be difficult for the hearer to grasp.

5. CLOSING WITH MAXIMUM EFFECT

The conclusion is your last opportunity to achieve the four constant purposes, especially to motivate and to activate. It should furnish a climax of interest and of appeal.

First of all, let it, by vigorously summarizing your main points, clinch the impression you have made. This need not be done in a formal way but through strong restatement of ideas or a vivid illustration or an out-and-out appeal to the hearers to realize the importance of what has been said and to act upon it.

Second, let it point the way to action. In other words, suggest "what to do" to the hearers and couple the suggestion with the strongest motivation you have.

Third, let it strike the highest moral tone of your speech. That what you advocate will not only mean profit or safety, but will benefit humanity in general is always an effective thought in a conclusion.

Fourth, let it be brief. A long-drawn-out conclusion tires an audience. Above all, after you have summarized or said "in conclusion" or otherwise indicated that the end is near, don't drag in another point, no matter how important that point may seem to you. Anything tacked on to the speech after it is really finished not only disappoints the audience but ruins the effect of the entire talk.

Fifth, in direct-action speeches that seem to justify it, try a vivid slogan for the final sentence. Give its wording and arrangement all the vividness and "punch" of which you are capable:

HINTS TO SPEAKERS

"I know not what course others may take, but as for me, give me liberty, or give me death!"

"America enters this war. God helping her, she can do no other."

"We dedicate ourselves to the victory that must be won, so help us God."

"We must sail, not lie at anchor. We must sail, not drift."

6. MORE ABOUT ACTIVATION

More speakers fail, probably, because they neglect activation than for any other one reason. Here are a few additional suggestions:

Always assume action. Say, "When you adopt this plan [not if]. . . ."

Pictorialize. Illustrate the benefits and pleasures that hearers will enjoy when they have put your idea into effect.

Anticipate objections. Build up a straw man in the form of a supposed objection and then knock him down, as:

I know some of you may be thinking this means added hours of work. On the contrary, by studying your prospects before you talk with them, you will find that time is saved, because results follow more quickly.

Present a choice. Emphasize that the hearer has a decision to make and that when he adopts your proposal, he gains, while otherwise he stands to lose:

You are at the fork in the road. You can choose the old way, the way of "let well enough alone," and it will lead you to the swamps of failure. Or, when you choose the new road, the road of intelligent effort and hard work, you are starting toward the heights of success.

Use the "only-way" technique. Show that there are only two, three, or four possible solutions to the problem that you are discussing and that all but the one you favor are open to

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serious objections. The one that you advocate, of course, can answer these objections. It is “the only way.”

Use the “ace-in-the-hole” technique. Withhold one strong point until just before your conclusion or until your conclusion and then use it with all the emphasis of which you are capable:

My friends, we have debated economic and political reasons for the policy that I urge upon you. But there is another reason for its adoption, more pressing than any that we have discussed. It is this: our physical safety from attack demands that we take this action!

Use sublimation. In other words, show that your proposal will not only satisfy the selfish motives, such as profit, power, etc., but that it also involves the higher, or unselfish, motives, such as love of country, of religion, or of children.

Build hearers’ confidence. Make your listeners self-confident by showing that they have in the past been able to accomplish great things, that others no more gifted than they are doing similar things now, etc.

Affirm your own determination to fight. Explain that you intend to fight the battle as you are asking them to fight it, and express your own confidence in victory:

I was once a Democrat . . . but when I heard that Theodore Roosevelt had founded a new party, based on social justice for all, I said, “I’ll go with you, Theodore Roosevelt, to the end of the road.”—RAYMOND ROBINS, 1912.

Use reasonable overstatement. Make your point stick by employing rhetorical exaggeration. And sometimes do the reverse: deliberately understate the importance of what you are saying:

“The crisis of this year is the crisis of all the years of this Republic.”

“You will agree that our African victory was of some small importance in the war.”

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Use "reverse English." This is the rhetorical device known as *ironic denial*, in which you say that you are *not* going to make certain statements, while in the act of making them:

We are not here to complain of red tape and bureaucracy, not here to show how government delays have hampered our production, not here to wave the red flag of danger if such tactics continue to be used by the administration . . . no, we are here to plan our campaign to get us a new administration, one that will take us back to the intent and purpose of our Constitution.

Use "Yes-response" technique. Ask a series of questions to which the audience will spontaneously answer "Yes." Then tell them *what to do*:

Do you want to save money in your management of this territory? Do you want to increase sales? Would it appeal to you to have a chance to make 200 per cent of your quota? Then listen to this plan for the fall campaign!

Use the band-wagon technique. Show that others are doing what you wish the hearers to do, that the movement is succeeding, that the time "to get on board" is now.

Bear this in mind as you make speeches: Activation is the persuasive step most often omitted and most likely to be overlooked by the average talker. Be sure that throughout your speech, and especially near and during your conclusion, you indicate what the hearers are to do and, to the best of your ability, see that they get started doing it.

7. PAINTING THE PICTURE

Colorful words, vivid descriptions, and dramatic narrative are the speaker's means of painting mental pictures for his audience. For a speaker to neglect pictorialization would be as bad as for an advertising man to depend entirely upon type and white space for all his copy, and to omit illustrations.

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Briefly, there are seven types of mental pictures that you may paint for your audience. They correspond to the traditional seven senses, through which men receive impressions.* They are:

1. *Visual—things seen.* Most of us are “eye-minded.” Describe events. Tell the story in rapidly moving pictures:

The truck swung around the corner; the child ran in front of it; the brakes went on; but the wheels slid and ground the little body beneath them.

2. *Auditory—things heard.* Tell about the crash of falling buildings, the roar of guns, the hiss of steam, etc.:

The cars came together with a crash; there was a thunderous blast of exploding gasoline; a moment of silence; then screams and groans.

3. *Motor—sense of movement, muscular effort.*

We pushed our way through the crowd, shoving people aside, slipping, stumbling, until we reached the scene of the accident.

4. *Olfactory—sense of smell.*

The smell and stench of burning oil was everywhere.

5. *Gustatory—sense of taste.*

Our triumph turned to dust and ashes in our mouths.

6. *Tactile—sense of touch.*

The surface of the cloth was rough, like tweed.

* V. A. Ketcham calls these the “seven doors to the mind.” And he is right. Put your story into pictures of things seen, heard, felt, etc., and it will have life and color. See his article, “Seven Doors to the Mind,” in *Business Speeches by Business Men*, McGraw-Hill Book Company, Inc., New York, 1930.

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7. *Thermic—sense of heat and cold.*

The icy wind stung our faces.

Choose words that have a pictorial value. Don't be afraid to paint a picture of a scene that will tell your story. Use your descriptive and narrative powers to add a vivid, gripping quality to your speeches.

In other words, illustrate!

8. "PUT ON A NEW RECORD"

Do you remember "Praise the Lord and Pass the Ammunition"? It was a popular song in early 1942, but every "juke box" and every radio blared it forth, and by the end of the year it had almost disappeared. People had tired of it.

The speaker, especially one who appears often before the same group, should beware lest his fate resemble that of many a popular song. His problem is to avoid monotony, not only in each speech, but in his speaking as a whole. He can do this by consciously varying his talks, both as to subject and, more importantly, as to mood and type and method of presentation.

If you are a deadly serious type, try occasionally to make a speech in the lighter vein. If you are given to glorifying every subject you discuss, try a practical, down-to-earth, unoratorical method. If you are the legalistic type of debater, who nails down every point with hard logic and detailed evidence, try a type of speaking emphasizing motive appeal and the pictorialization of ideas. Try various types of speeches: the sales talk, the inspirational speech, the report, the after-dinner speech, the eulogy, the commencement address, etc., as opportunity appears. In short, work for variety in the general nature of your speeches. Try to keep out of the rut.

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Reading good speeches in any of the standard collections of speeches and listening to good speakers over the radio and at meetings will reveal that there are hundreds of different ways of speaking and of treating speech subjects. Why not *try* some of the methods that have appealed to you when used by others? You can't afford to be "typed" as a one-track mind or as a one-mood speaker.

Churchill's vivid and measured prose, Roosevelt's rhythmic sentences, Rabbi Wise's eloquent oratory, Willkie's homespun language: these and the varied speaking of less well-known men, together with the contrasting styles of commentators, forum speakers, and even professional humorists, all may aid you in attaining a more varied or colorful style. Listen to them.

Here is a self-explanatory list of various kinds of speeches, which you may try in the effort to attain a variety of treatment. Such a list is of particular value to one who constantly appears before the same group, like a sales manager, president of an organization, or pastor.

The simple explanation

The narrative speech—with application to current problems

The travelogue

Praise of a man

Praise of an institution

Review of a book

The inspirational speech

The entertaining speech

The speech of introduction, presentation, or acceptance

The formal report

The sales talk

The logical argument

The speech refuting an editorial or another speech

"The problem—its solution"

"Others have done it—you can too"

Text and sermon

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The demonstration or skit

The chalk talk

The film, with remarks by the speaker

Any of these types of speeches lend themselves to the Four Constant Aims, but their mood and style vary greatly. It is in difference of mood and style that the speaker develops versatility and variety.

Make a definite effort to become at least moderately skillful in presenting different kinds of talks. You will thus not only avoid monotony, but you will be strengthening yourself by opening up new methods and new avenues of persuasion.

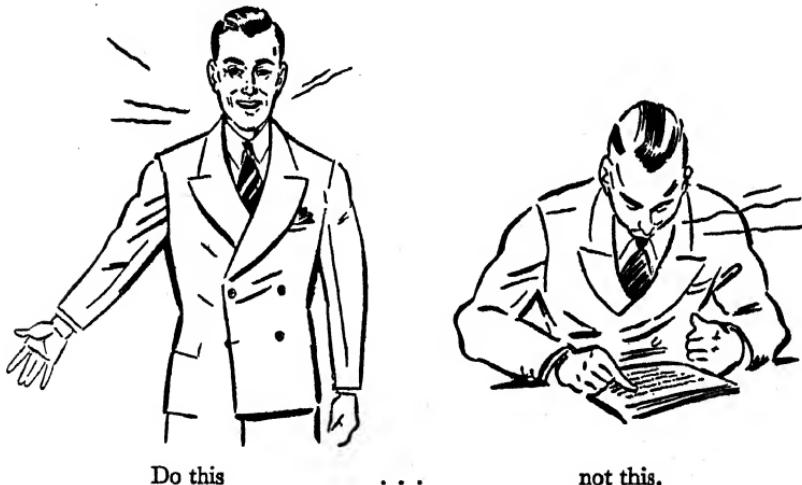
Another important way of avoiding monotony, and of capitalizing current events, is to hitch your speech to a headline by commenting on recent events, recent statements, and recent discussion. Indeed, in these fast-moving days, a speaker dares not begin to discuss political, military, or business matters without consulting the day's newspapers for the most recent turn of events.

ON EFFECTIVE DELIVERY

9. MUST YOU READ THAT SPEECH?

Although this may be news to many men who always carry a bulky manuscript to a speaker's stand and proceed to don the horn-rimmed glasses as a requisite preliminary: THERE IS NO LAW WHICH SAYS YOU MUST READ YOUR SPEECH!

The first constant purpose of speaking, one that has to be achieved before any of the others, is COMMUNICATION! Now, honestly, do you think communication is established by standing behind a desk, eyes glued to a typewritten page, and reading to an audience?



Do this

...

not this.

Radio speeches generally must be read. High officials, whose personal prestige assures some attention in any event, sometimes must read their talks in order to be sure that the precise wording is followed. But these are exceptional cases. For the great majority of speakers and occasions there is no

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reason whatever why a speech should be read. It is almost without exception the weakest method of delivery.

No one should read his speech because he doesn't have it committed to memory. The manuscript and the speaker's stand and the horn-rimmed glasses are all barriers between the speaker and his audience. *Get rid of them.*

"Mr. Author," you may ask, "are you suggesting that I learn my talks word for word?" Not at all. There are few who can memorize well enough to do this, anyway. The best method of preparing a talk for delivery is to *learn it by ideas.*

During the organization of the speech, you have picked one, two, or three main ideas. They are the core of the speech: the things you want to "get across." In selecting and developing them during preparation, you have already practically memorized them. Probably you have even put their wording into more or less definite form. It is likely that you have written them down as a series of notes, with the illustrative material under each one indicated. *This is your basis for learning the speech for delivery.*

Here is a suggested method that will give quick results:

1. Memorize your main ideas.
2. Visualize, in connection with each of them, the details—illustrations, testimony, statistics, charts, etc.—that you plan to use.
3. Fix in mind your opening remarks and your planned conclusion.
4. With this much of a mental picture, rehearse the speech. Have a skeleton outline before you if you must. Go through the entire speech aloud, not stopping to repeat any one part, and speak as if you had an audience before you. After doing this, check back to determine where you need to clarify your language or to make it more forceful.

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5. Repeat the speech once, immediately. Then lay it aside for several hours and go through the rehearsal again.
6. If you intend to write out your speech, either for publication or for improvement in style, do not do so until you have rehearsed as above at least a few times.

If you follow this method faithfully, you will find that it gives you a good command of the ideas to be expressed, the ability to modify or otherwise improve the statement of any particular idea, and the confidence that, although you have not committed *words* to memory, you have the ideas so well in mind that you cannot fail to go through the talk satisfactorily.

Always rehearse as if talking to an actual audience. Bear in mind the need of COMMUNICATION: look at the hearers, go into action, put your enthusiasm behind it, just as in actual speaking. This kind of practice can do much to improve your delivery. Just as the football player profits most from actual bodily contact in practice scrimmage, so the speaker profits most by making his practice as nearly like the real thing as possible.

The need of keeping communication in mind during delivery applies not only to the ordinary speech, but with equal force to the radio speech. Write out your talk only after rehearsal from outline. In actual speaking, try to visualize the audience, sitting in living rooms listening to you. *Talk to them.* The degree to which you can exercise your imagination in this respect will have much to do with your success as a radio speaker.

Except under unusual circumstances, then, don't read your speech. Learn it by ideas. Practice communicative delivery. When the time for speaking comes, stand confidently before your audience free of notes, manuscript, or pulpit, and **COMMUNICATE!**

HINTS TO SPEAKERS

10. HOW TO OVERCOME SELF-CONSCIOUSNESS

"I can talk to an individual or a few men around a table, but to stand before an audience—that *gets me*." Are you one of the many hundreds who have that feeling about public speaking? *Get rid of it!*

Possibly you learned to overcome fear of the water as a youth—by taking proper instruction and learning a good method of swimming or by jumping in. Public speaking resembles swimming in its mental implications for some people, and, as in swimming, one may either learn the proper method under instruction or just "jump in."

Stage fright, or "buck fever," can first of all be rationalized into unimportance. It is natural that, facing a large number of people, a person with responsive nerves would become "keyed up." It is not only natural, but it is a good thing, for only a responsive person can become a top-notch speaker. Many of the greatest speakers feel preliminary tremors before being called upon.

Another line of rationalization is this: speaking is a natural activity—there is little difference, except in degree, between talking to an individual or to a conference group and talking to a larger number of people. The purposes of communication, illustration, motivation, and activation are the same, and, if one concentrates on them, he will find that his nervousness disappears. And finally, self-confidence grows with practice. The more times you appear before groups, the greater becomes your control of yourself.

"All very consoling," you say, "but still, I have stage fright! Isn't there anything more direct than this rationalization you speak of to control this bugaboo?"

SPEAK WELL—AND WIN

There are several things. The first of them is *thorough preparation* and the kind of rehearsal described in hint 9: speaking from ideas and with an audience in mind. It helps you to condition your mind and nervous system for the actual speaking. If your ideas are well selected and, if you have developed them with a view to achieving the four constant purposes, you can well say to yourself, "These preliminary flutters are just a natural reaction: they mean I'm alive and rarin' to go. I have prepared this speech. It is aimed to achieve my purposes. I have something worth while to say, and I will be able to say it well."

The second is *concentration upon the purpose of communication* while speaking. You are there not to give a performance but to convey ideas to your hearers. Bend your effort in that direction. Look at individuals. Observe their reactions. Soon you will find that you are proceeding confidently.

The third is to *visualize your outline*. Give your attention before speaking not to generalized worries, but to reviewing your main points, fixing them firmly in mind.

The fourth is to *get into proper physical tune*. Relax and breathe deeply while awaiting the chairman's announcement of your speech. Relax your throat, chest, arm, and leg muscles! Take good deep breaths of air. Don't fidget! Then, when you are called upon, take your time. Keep up that deep breathing. Assume an erect, confident posture as you approach the speaker's stand. Let your "Mr. Chairman, ladies and gentlemen" be full voiced: make it *sound* confident! Finally, remember that *active* speaking with plenty of enthusiasm and expression will not only help to establish your ideas but will build your own enthusiasm and confidence. *Go into action.*

Remember that like begets like. If you breathe deeply, stand erect in a poised, confident manner, and *activate* your

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speaking, you will not only win the attention and interest of your audience, but you will be doing what all successful speakers do: using the natural nervous energy of the competent talker to help to achieve the purpose of the speech.

Nervousness? Surely, but *use it*; don't let it master you!

11. WHY ATHLETES MAKE GOOD SPEAKERS

As a class, star athletes become good speakers with a minimum of instruction. Assuming that they have understanding and control of subject matter, their presentation usually has life, color, and interest. Coaches, too, frequently are first-class talkers. In the Middle West, the names of Zuppke and Conzelman, for instance, are associated with vivid, action-getting talks.

Why? The businessman who wants to be an effective speaker may well ponder the reasons why people with physical training and men in good physical tone are able to sway audiences. They are active and alive; they "follow through" in their gestures and in their vocal tones; they have physical poise and control. Because they are in good physical trim and because they know how to stand and to move, they attract their hearers.

Physical well-being is in itself an aid to a speaker. Participation in athletic games contributes form, that is, poise, ease and confidence of movement, precision, and force. True, many fine speeches are made by men who are fat, flabby, nervous, in poor general health, but the same speeches given by men in good shape would have been better.

The speaker can well afford, for reasons other than speaking proficiency, to keep fit, but the relation of physical well-being to effectiveness in delivering talks is one impelling point. Sports adapted to the age and condition of the individual,

SPEAK WELL—AND WIN

including bowling, badminton, golf, and handball, are all helpful.

In addition to these and other physical-conditioning programs, the speaker should give direct attention to the physical side of his delivery. He should, specifically, work for *poise and control, smoothness of movement, and controlled activity.*

Poise and control. Walk up to the speaker's stand in an erect, purposive way. Don't amble, shuffle, stumble, mince, or rush. Look at your audience as you approach the front of the platform. Establish contact with them.

Stand erect at your normal, comfortable full height: chest held reasonably high, feet separated enough to make a good foundation and one foot slightly advanced, weight on the balls of the feet slightly more than on the heels. Hold your head level or slightly inclined forward toward the audience. Practice walking toward the audience into a comfortable, erect position. Let your hands hang easily and relaxed at your side.

Don't fumble with buttons, watch chain, pencil, etc. Don't put your hands in and out of your pockets or wring your hands as if apologizing. Avoid fidgety actions.

As your speech progresses, there is no rule that you may not rest one hand lightly on the speaker's table, but don't lean on it. And avoid holding your hands behind your back, clasping them in front, etc. All these positions are distracting to the audience. *Use your hands for gesture when the time comes.*

Smoothness of movement. This comes from poise and control. Try to have your hand and arm movements full and complete, not jerky. When you move from place to place on the platform, make your walk definite and purposive, not jerky, stumbling, or uncertain. Walk erect, with your weight on the balls of your feet.

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Controlled activity. We have emphasized smoothness and control in regard to the physical side of speaking. But neither one should be interpreted to mean repression. The purpose of control, poise, etc., is to free the body for expressive action.

Most speakers need to force action a bit at first to overcome the natural repressive effect of self-consciousness. Go into action. Use plenty of hand and arm gestures. Nod your head at emphatic points. Use facial expression. Build up your expressive powers in every possible way.

Ninety per cent of speakers need to increase the amount of controlled physical activity. Toning down is a simple matter if physical emphasis is overdone.

Be alive! Be active! Get into the scrimmage and score a touchdown! It takes a *live* speaker to interest an audience: one alive mentally, alive vocally, alive physically!

12. IT'S YOUR VOICE—USE IT WELL

You probably do not aim to be a Giovanni Martinelli or a Lawrence Tibbett, but you *do* have vocal equipment that, if sensibly used, can aid you in speaking.

Here are just a few basic hints. Try them.

1. *Cultivate deep breathing.* Draw the breath into your stomach. This deep chest, or abdominal, breathing provides a sufficient amount of air for good tone production. Breathe often enough so that you are never without a reserve supply of air in the lungs.
2. *Speak from your diaphragm.* Let the diaphragm and the abdominal and intercostal muscles act as a bellows, pushing the air up toward the vocal cords. Let these muscles, rather than the throat muscles, do the work.
3. *Keep your throat relaxed and open.* Throat constriction produces a harsh tone.

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4. *Speak well out.* Let the hard palate, teeth, etc., be your sounding board, and keep jaw relaxed and mouth open so that the tone can pass out unimpeded.
5. *Form consonant sounds clearly.* But be careful not to enunciate *too sharply*.
6. *Speak loudly enough.* Be sure that you can be heard by the people in the back row.

Brief and general? Yes, but anyone of intelligence can establish these basic vocal habits.

Sounding the vowel sounds and speaking lines of poetry or such oratory as the Gettysburg Address, with special attention to tone production and enunciation, make good vocal practice.

Be heard; be understood. Use well the voice you have.

13. BE AN EXPRESSIVE SPEAKER

“He drones along.” “He mutters to himself.” “He’s dull!” “What he’s saying might be all right if I could hear him. Why doesn’t he speak up?” “Doesn’t he ever change his facial expression or his tones?” These are some of the things that patient but critical audiences whisper behind their hands. Do they do this when *you* are speaking?

If a speaker really wants to communicate—if he desires to interest his audience by illustration and motivation and to get results by his activation step—there is little excuse for his being a dry-as-dust, monotonous, inexpressive type of talker. A speech is partly what is said, but it’s also *how* it’s said!

Real sincerity, enthusiasm, and a desire and determination to communicate *ought* to lead a speaker automatically to expressive delivery. And indeed, with many people, a dull delivery is the direct product of a dull mind and an uninspired attitude.

HINTS TO SPEAKERS

Realize yourself the importance of what you are discussing; make it part of you; develop your own enthusiasm; picture to yourself the vital values of your ideas, the human and dramatic qualities of your illustrations. Be on fire with them, and your delivery will be effective.

In addition, practice the use of physical and vocal means of expression. *Act out* your ideas with facial expression, gesture, bodily movement. Don't cultivate the poker face; it's a fine thing for its purpose, but it's worthless as a communication agency. Smile, frown, etc.! Let your bodily movements, your hand and arm gestures, and your head nods help you to emphasize. And to do these things effectively in an actual speech, practice them in rehearsal; *whether they come naturally or not*. Overcome those inhibitions and "cut loose."

Your voice can be a marvelous organ of expression, capable of myriad changes in tone, rate, pitch, and force to portray any idea or emotion. Listen to what good actors do vocally, and you get some notion of the possibilities. Now this does not mean that you ought to become an actor, but surely there is little excuse for one-tone, one-rate, one-pitch, one-force monotony. At least you can practice the more simple and obvious gradations: now loud, now quiet tones; now slow, now rapid speech; now high in pitch, now lower; and now restrained and now explosive and forceful utterance.

Have you ever heard a speaker using fortissimo tones of great power suddenly quiet down (and slow down simultaneously) almost to a whisper? Remember how that change of volume (and rate) gripped the audience? Try it sometime. It's just one of the many vocal changes that are within your command.

Be an expressive speaker!

SPEAK WELL—AND WIN

14. HOW TO CONTROL STATIC

Static, from the speaker's viewpoint, is any outside condition that interferes with the successful presentation of his talk. One who makes any number of speeches meets, at one time or another, many of the difficulties that will be mentioned here.

Halls are often too hot or too cold. Chairs may be hard and uncomfortable. The ventilating or heating system may be noisy. There may be too few chairs, so that people have to stand in the rear of the room. There may be noises from the hall outside. Traffic noises may be audible.

Whatever can be done in advance to correct any of these conditions should be done. If the chairman doesn't think of taking action, he will often do so if you suggest it to him. Maybe windows or doors could be closed to shut out noises. Perhaps more chairs could be obtained. It is well to arrive at the place of speaking early enough to survey conditions and to do what is needed to improve them.

Next, the speaker should school himself to recognize and, so far as possible, to deal with "static" arising from the audience's behavior and that of the chairman and dignitaries on the platform.

The audience may be fatigued from a long program. In such a case, an invitation to stand up and stretch, issued by the speaker, will get a good reaction. Humor, energetic speaking, dramatic illustrations, etc., will help the audience to forget its tired feeling.

Conversation between members of the audience usually means that you, the speaker, are not being interesting, although there are some individuals who persist in talking, no matter how interesting you may be. You may either steel

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yourself to ignore them, or, by looking directly at the talkers and attempting to get their attention, you may silence them.

Rustling noises, nervous movements, etc., usually are a sign to you to "turn on more power." Change your manner, change your subject matter, give a vivid illustration or a challenge, or tell a humorous story.

The clever speaker may take advantage of accidental occurrences, such as the collapsing of a bench, the failure of the lighting system, or a sudden noise outside, by making impromptu witticisms. The ordinary speaker should ignore these incidents and carry on as best he can.

Whispered conversations between the chairman and others on the platform ought not to take place—but they do! About all that the speaker can do is to keep talking, in the hope that the disturbance will subside.

Heckling by members of the audience rarely occurs in America, but thorough preparation, enthusiasm, and a reasonable supply of wit and tact will help you to meet it if it comes. Good sportsmanship, calmness, and good humor are powerful aids in winning an unfriendly audience.

In brief: anticipate unfavorable conditions and remove them as far as possible. Try change—variety—to overcome disturbances.

What you can't help, ignore.

15. ADVICE FROM A GREAT TEACHER

One of the truly great teachers of public speaking in American history was Thomas C. Trueblood,* of the University of Michigan. Probably no man has turned out more really effective speakers than he.

* Now professor emeritus.

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Twenty-six years ago, he said to a class that included the present author, "DO SOMETHING IN A SPEAKING WAY EVERY DAY!"

It is good advice. The old adage that practice makes perfect still is valid, provided always that the practice is intelligent and properly directed.

Give five minutes a day to thoughtful practice in speaking and reap the reward of increased proficiency. Here are suggestions for a session before the full-length mirror:

1. Breathe deeply and sound off with some broad vowels and consonants as AAAAH, OOOOH, EEEEE, LLLLL, MMMMM. Sustain these like song notes.
2. Inhale, and speak them sharply, incisively, but with full volume. Combine some hand and arm gestures with them: AAAH, OOOH, EEE.
3. Recite, with great communicativeness of manner, a line from a poem or a speech:

"Fourscore and seven years ago."

"Roll on, thou deep and dark blue ocean, roll!"

"Liberty and Union, now and forever, one and inseparable."

4. Practice vigorous speaking, with many hand and arm gestures, facial expression, change of rate, of volume, etc.:

"This matter is of the greatest importance."

"We must smash this thing, or it will smash us."

"If ever I get a chance to hit that thing, I'll hit it hard."

5. Run through your current speech. Try to achieve, both in thought and manner, the four constant purposes of communication, illustration, motivation, and activation. (If you haven't a speech "on tap," practice impromptu

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speaking. Talk on a topic suggested by the front-page headlines.)

Vary this speaker's daily half dozen to fit your mood and needs. But "do something in a speaking way every day."

If you haven't the inclination to make a morning rite of speaking practice (although it can do you more good than singing in the bath and take no more time), follow the suggestion of another teacher, Victor Alvin Ketcham.* He said once to a group, "The greatest training ground for public speaking is your everyday conversation."

Apply the Four Constant Aims to your daily talks with your family, your business associates, and your friends, and you'll not only be a better conversationist, but you'll grow in speaking power.

* Of The Ohio State University.

ON EVERYDAY SPEAKING PROBLEMS

16. SOME IMPORTANT SPEECH TYPES

Occasions vary, but a speaker who studies his audience, intelligently determines what he wishes to accomplish, and plans his speech accordingly will not be likely to miss the mark. One thing to remember is this: *The four constant purposes fit every occasion and every speech type.*

Common-sense consideration of the audience, of the nature of the meeting, of the time allotted, etc., will be guides for your choice of purpose, subject, ideas, and method of treatment.

*The Oral Report**

Your report as manager, treasurer, secretary, chairman, or president, involves the problems of (1) conveying the information briefly, clearly, and interestingly and of (2) making effective recommendations based on your findings.

The *oral* version need not be so detailed as the written report that it usually accompanies. Boil down the information. Group it under two or three main points. Present it in summary form. Perhaps use charts or pass out mimeographed summaries. Draw your conclusions briefly. Then, using these as a basis, present your recommendations. Here you may use motivation and activation, whereas illustrative material would predominate in the main body of your report.

Keep your manner impartial and analytical. Be conversationally energetic but not "table pounding." Usually, let the cold, unvarnished facts speak for themselves.

* This and other speech types briefly treated here are discussed in full in *Practical Business Speaking*, by William Phillips Sandford and Willard Hayes Yeager, McGraw-Hill Book Company, Inc., New York, 1937.

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Instructions to Employees

These may involve the explanation of a new policy or the presentation of a new set of problems or routine job instructions. Keep such talks in the plain, impartial, and businesslike mood of an oral report.

But in telling employees what you want done, observe *motivation* carefully. (Imply that they have profit or loss at stake.) Use *activation* in describing how and when to act. Use *illustration*: give examples, stage a demonstration, and use charts, strip films, or motion pictures.

Carry activation further by having a question period, during which employees may ask further information or explanation and in which, by questioning them, you assure yourself that your instructions are fully understood.

The Inspirational Talk

This may be given to salesmen in launching a promotional campaign; to workers, urging greater production effort; or to special groups entering on such tasks as war-bond drives, community-chest campaigns, etc.

Essentially, it's a sales talk, the best and most moving you can devise. The four constant purposes demand the fullest application in such speeches.

One frequently used pattern is as follows:

1. Create confidence: point to the past successes of the group; compare them to the work of other groups; praise the ability and spirit of the group.
2. Motivate both from a personal selfish angle and from an idealistic or unselfish angle: "These are the rewards that will come to you; moreover, you can serve a great cause."

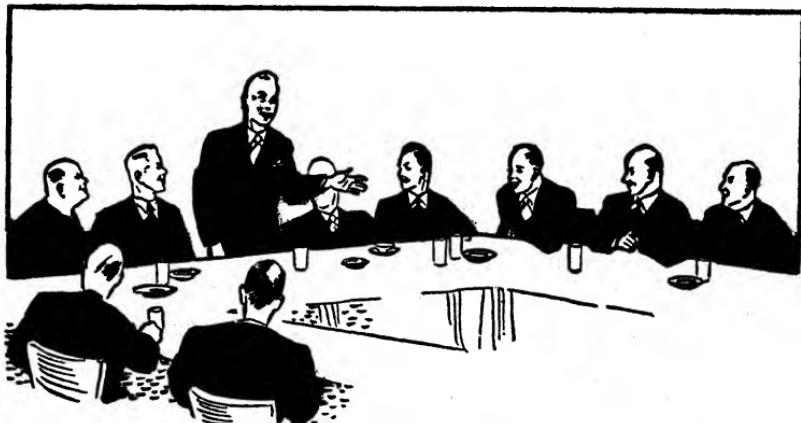
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What you are doing is patriotic (or noble, or unselfish, or for the good of your community, etc.).”

3. Activate: tell your listeners what to do and how to do it and get them started on the task immediately.
4. Encourage: predict success; renew the promise of reward: close on an idealistic note.

The After-dinner Speech

The after-dinner speech refers to the nature of the occasion rather than to the type of speech presented. Although professional entertainers, and a few nonprofessionals who have a special knack for it, may make purely entertaining, humorous speeches at dinner meetings, the average speaker usually is



The after-dinner speaker.

called upon for a report, an instructional talk, or an inspirational or promotional speech. However, because humor is more or less the order of the day, a speaker will do well to have some good stories or to use a few good-natured witticisms in starting his speech and occasionally during it.

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To lighten a serious talk, consider the following suggestions:

1. Exchange personal witticisms with the toastmaster.
2. Refer humorously to remarks by previous speakers.
3. Tell a good story the point of which is on yourself.
4. Tell a good *new* story that illustrates some point in your speech.
5. Point out amusing or novel angles of your subject in the current situation.
6. Use exaggeration in "building up" your points. Over-dramatize, or burlesque, them.

To develop the ability to use humor, listen to current radio broadcasts by such entertainers as Jack Benny, Groucho Marx, Eddie Cantor, and Bob Hope, to name only a few. Read the published after-dinner speeches of men like Mark Twain, Stephen Leacock, and Strickland Gillilan.

If you enjoy anecdotes and stories, start keeping a file of them. You can also purchase compilations of illustrative stories, for example, *The Public Speaker's Treasure Chest*, by Prochnow.*

Talks to Civic Organizations

Often, as the representative of an industry or other group, you may be invited to address general civic organizations, such as Rotary or Kiwanis Clubs or a chamber of commerce. Here is an opportunity (1) to give useful and interesting information about your business; and (2) to win the approval of the group, to capture its good will for you and the organization you represent.

* Prochnow, Herbert V., *The Public Speaker's Treasure Chest*, Harper & Brothers, New York, 1942.

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In form, such a talk is mainly informative, with an admixture of entertaining material. The novel, the unusual, the striking fact should be used. In addition, after analysis of your audience to determine its interests, present information about your business that will appeal to your hearers.

The address to the Chicago Association of Commerce by Walter S. Gifford, pages 101 to 107, illustrates this type of speech. Basically, he gave information about the telephone business, but he connected it with the business interests of the group to which he was talking.

Give information, make it interesting, and so win good will is the formula for the speech to a general civic organization. Sales talks, as such, are taboo.

Addresses at Annual Meetings

When you are invited to address the annual meeting of an organization, whether it is a business, civic, or social-welfare group, you are expected, of course, to choose a subject based upon the work and the aspirations of the organization.

Here are some of the things you may do:

1. Review the results or accomplishments of the group.
2. Present current problems that affect the interests of the group.
3. Relate the organization to the general welfare of city, state, or nation.
4. Add an inspirational note: urge further activity, greater membership, persistence in reaching goals or in fulfilling ideals, etc.

Have a degree of entertainment in the speech and use illustrations that show the picture as well as motivating and activating material.

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The Forum Discussion

"Town Meeting of the Air" is only one of the several radio forums that have captured the attention of many Americans. The speaking done in such programs is well worth analyzing, both for its general merit and for its adaptation to the particular occasion.

The kind of speaking demanded is, briefly, a cross between the formal argument and the sales talk. Usually you are invited to participate because you represent some well-known point of view on the issue to be discussed. Your opportunity is not only to make a statement, but to *sell* your viewpoint to the audience.

Here are some of the questions you should think of in relation to the discussion topic while planning your speech: "Why is it sound? why workable? why to the general (public) advantage? To what extent do my views about it agree with other viewpoints? differ from them? Why am I justified in differing from others on this subject?"

Tolerance for dissenting views, clear reasoning, and emphasis on the *general* welfare are notes your speech should strike. Build it accordingly, but use motivation, illustration, and activation to support your viewpoint. Make it *appeal to the neutrals* and even strike the opposition as fair-minded.

In question-and-answer periods, meet questions, as far as possible, by reference to statements made in your speech. Elaborate them, however, with more proof, perhaps with a brand-new argument. If the other fellow becomes angry or abusive, don't follow suit! Your interest is not in persuading him, but in persuading, if possible, a majority of the audience. Give, then, the impression of courtesy and of judicial fairness but also of firm conviction.

SPEAK WELL—AND WIN

Refuse to be drawn into a discussion of ulterior motives or of sincerity. Be the well-prepared debater, ready with answers thought out beforehand to every probable question or argument; be also the good sportsman, sincerely presenting an honest viewpoint.

The Committee or Group Discussion

This usually is an attempt on the part of a group within an organization or an industry (1) to reach a solution for some problem or (2) to arrive at a joint recommendation or (3) to explore and remove causes of friction. You may participate as chairman and /or as one of those presenting views.

Preparation involves analysis of what you believe to be the proper outcome, what the divergent views are, and what formula might reconcile them.

As chairman you might (1) open the meeting by defining the problem, (2) call for presentation of the various viewpoints and plans, (3) suggest a formula on which all might agree. You would, while affording utmost freedom to all present to express their views, act more or less as a reconciler of divergent ideas. You would stress the common purpose of the group and emphasize the large area of agreement. Finally, you would put into words the sense of the solution agreed upon and see that any action taken or any statement adopted is properly recorded.

As a participant in the discussion, you would attempt (1) to get a good hearing, (2) to present your views with such persuasiveness (motivation, illustration, activation) that they would be, in the main, accepted, and (3) to see that the solution agreed upon is reasonably near to your position.

A spirit of cooperative seeking for a solution can do much to enhance the value of such committee or group discussions. They should end on a note of common understanding.

HINTS TO SPEAKERS

Impromptu Speaking

"Ah," says the chairman, "I see that Mr. Brown is here, and I'm sure he has something to say to us on this subject. Mr. Brown!" Thus suddenly, and sometimes without much warning, comes the summons to IMPROMPTU SPEAKING!



Don't be caught unprepared!

It's an opportunity to contribute something worth while or to make a public failure. How will you deal with it?

Will you decline in confusion? Get up and apologize for lack of preparation, for not being a speaker, etc., and then ramble on with a series of disjointed remarks?

OR—will you quietly come forward, present one or two main points, perhaps illustrated, talk without apology or hesitation, and conclude briefly and effectively?

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The answer depends pretty well on how you **PREPARE** against the chance of being called upon.

The word “**impromptu**” means, of course, unprepared. You weren’t given prior notice and didn’t expect to be on the program. But impromptu speeches, nevertheless, can be prepared! In fact, there should never be an occasion in your career when you are not ready to speak effectively. Preparation, even against the emergency of an impromptu speech, is your responsibility.

When attending a meeting, be ready. Think in advance of current issues and of the problems and interests of the group with which you will meet. Ask yourself this question, “*What points would I discuss if I were called upon for a speech?*” Have your knowledge in one-two-three form, ready for use.

At the meeting, as the speeches go on, *don’t just sit*. Sit—and *think*. Note what speakers are saying, what the mood and drift of discussion is, and what you would say in answer to some of the statements made.

If you are an active, prominent person, your chances of being called on are at least 50 per cent; so **MAKE AN OUTLINE** mentally. Select one or two main points; fix them in your mind. Perhaps find an illustration or two that you might use: examples, statistics, quotations, stories.

Then, if called upon, get up and, following your outline, briefly discuss the main points upon which you have decided. Use C-I-M-A as much as possible: communicate, illustrate, motivate, activate. Most of all, *stop when you are through!*

The difference between an apologetic, lame, inept, tiresome, and ineffective impromptu speech and one that “clicks” is almost entirely in the mental planning the speaker does, both before and during the meeting.

HINTS TO SPEAKERS

Self-starters. Impromptu speaking is aided if the speaker uses "self-starters," stock ideas that, in an emergency, will fit almost any subject and give an outline, ready-made, for the speaker to follow. If you have trouble, then, in finding the "one or two main points" referred to above, try some of these sets of ready-made ideas, or "self-starters":

1. Is this proposal necessary, beneficial, and practical?
2. Discuss the proposal (*a*) theoretically and (*b*) practically.
3. Discuss it in terms of its effect on the employer, the employee, and the general public or on the farmer, the laborer, and the industrialist.
4. Review the proposal in terms of the past, present, and future.
5. Discuss how it affects your audience individually and collectively.
6. What are its local, state, and national or international aspects?
7. How is it important socially, economically, politically?
8. "What shall we do first, second, third?"

IN SHORT

Prepare by *thinking* intelligently before and during a meeting

Crystallize your ideas into definite points

Build a mental outline around these points

Use a "self-starter" if need be

Often remarks by other speakers will suggest something that you can say to open your speech or to illustrate a point, or will bring to your mind a good story. Keep awake as others talk. And continually ask yourself this question, "What ideas shall I present when or if I am called on?"

SPEAK WELL—AND WIN

A good speech, briefly and forcefully made, is expected of you as a responsible person. Alibis are out for you. So—do a good job!

Radio and Microphone Speaking

C-I-M-A and a communicative, smooth use of the voice work as well in radio speaking as elsewhere. Although radio speeches are usually read (and by good speakers communica-



Learn to live with a "mike."

tively as if they were conversing with people rather than reading) and are usually short, there are no basic principles that differ from those of speaking in general.

Follow the instructions of the announcer in using the "mike." Preserve a constant distance from it, as he will instruct you. Don't have sudden and sweeping changes in volume or force or pitch. And always *visualize the people to whom you are talking!* Don't, incidentally, race in your utterance. President Roosevelt's deliberate pace is a good model,

HINTS TO SPEAKERS

although many effective radio speakers talk faster than he. About 125 to 150 words per minute, clearly uttered and with a controlled, smooth tone, is a normal rate.

For public-address systems, much the same suggestions are in order. With a large crowd, or under outdoor speaking conditions, it is virtually necessary to use these systems, although in many cases they are thrust upon a speaker in a hall that his voice could easily fill without their aid.

Keep a fixed distance from the microphone. Observe whether it is working satisfactorily. Get used to it. Don't make sudden changes in volume or rate. A little tryout before the meeting, if that is possible, will help you to make the necessary adjustments to the microphone.

17. SPEECH IN THE ARMED SERVICES

Effective conversation and the ability to address groups can help you in the armed services just as in civilian life. Everything in this book has its military application.

Conversation that is direct, precise, and intelligent is in the services, as elsewhere, of value. Clear enunciation, a straightforward manner, the habit of *looking* at the person to whom you are talking, and an observance of the rules of military courtesy all help. Know what you wish to say; organize it; say it briefly and simply.

Many officers and noncommissioned officers have occasion to talk to groups, especially in training courses. Although such speakers have the advantage of *authority* to compel, to some extent, the attention of those whom they address, there is a vast difference in the interest aroused by various speakers. Some use the four constant purposes: they talk directly, communicatively, and animatedly to the audience. Their illustrative material is clear-cut and interesting. They use the

SPEAK WELL—AND WIN

motives for action effectively. And they have good activation: they tell what to do and how to do it.

The armed services make extensive use of films and demonstrations. These in themselves are made more effective when presented by a good speaker.

Another place for effective speech in the services is in drilling troops. Many an officer candidate has been dismissed or held up because of his inability to give commands in a manner that obtains an instant response. Officer candidates should drill themselves in the handling of the voice for giving commands. Deep breathing, a relaxed throat, and an open mouth are necessary for the volume required. Some of the vocal exercises on page 150 will help.

Most commands in formal drill have two phases: the command of preparation and that of execution, for instance, "Company, 'ten—shun!'" or "Battalion—halt!" The first part of the command, that of preparation, should be given slowly, with full volume, and the vowel sounds should be prolonged—stretched out. The second part, that of execution, should have volume, too, but should be given with quick, incisive utterance. It doesn't take a lot of practice to build volume sufficient for this purpose, and it will pay dividends. Deep breathing and "kicking the tones out from the diaphragm" will do it.

18. THE CHAIRMAN AND THE SPEAKER

A good chairman is a pearl of rare price. Too many men and women, acting as presiding officers, think that *they* are the chief attraction. They make long speeches, repeat or anticipate everything the poor speaker of the day has in his speech, and in general throw about every possible obstacle in his path.

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A good chairman realizes first of all that he should know the speaker's name and title, that he should make a brief talk "building up" the speaker (but not too high), and that in a courteous way he should introduce him to the audience. He shouldn't make his speech for him or indulge in a long discourse of his own. If the chairman doesn't know enough about the speaker to introduce him properly, a farsighted speaker will unobtrusively give him that information—and then hope for the best!

Other things the chairman should do are: start the meeting on time, obtain order and quiet before introducing the opening speaker or program number, indicate to the various speakers the time available for their talks, deal, through ushers or others, with such emergencies as loud talking in the halls, overheating, etc., assist the speakers by listening to them and by discouraging whispered conversations on the stage, preside at any business session that may be included on the program, and close the meeting with a few words of appreciation to the speakers or a summing up of their ideas or an announcement of programs to come, as the case may be.

What can you, as a speaker, do about the chairman? Well, you can meet him before the program and see to it that he has your name, title or position, and subject properly. You can, if he indulges in too cordial an introduction or too flattering a review of your accomplishments, either smile off the tribute or ignore it and go right into your speech.

If he makes your speech for you by predicting what you are going to say, "grin and bear it" and then start by telling the audience that the chairman has outlined the subject very well and that you agree with him in the essential points presented. Never show irritation if he gives you a poor send-off or amusement if he makes mistakes. Launch into your

SPEAK WELL—AND WIN

speech and forget about his blundering. If he hasn't told enough about you to explain the reason you are there, it is sometimes possible to work a self-introduction into your opening remarks.

Generally, whether you are introduced poorly or well, don't worry too much about it; get into your speech after a friendly, "Mr. Chairman, ladies and gentlemen."

19. GETTING PUBLICITY FOR SPEECHES

Your publicity department can be of real assistance to you as a speaker. And publicity for a speech, both before and after its presentation, might be considered part of the activation step. A speech well reported may influence many readers. When you have agreed to address a convention or a meeting and have accepted because you regard the occasion as important, take charge of your own publicity.

Send an announcement of the fact that you are to address such and such an organization at such and such a time and place to the newspapers in that city. Clip to the announcement a gloss-print picture of yourself, or send a cut. Be sure that it is properly marked, in pencil, on the reverse side with your name, position, and the fact that you are to speak. Your topic should be included in the news release.

Send to the press in advance, or have ready for distribution upon arrival, (1) a newspaper-style release giving the highlights of your speech, written by your publicity man, (2) a full manuscript of your speech in mimeographed or typewritten form.

If asked for interviews by reporters before or after your speech, grant them. Answer questions frankly and pleasantly. If a reporter seeks an interview, you have a right to assume that he regards your speech, or what you may say in an inter-

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view, as important. Don't get a "bad press" by treating reporters with courtesy.

You can make a speech do double duty by seeing to it that it is given to the press in proper form and by establishing cordial relations with newspaper men.

20. A FINAL CHECKUP

Self-analysis and self-criticism are valuable.

Here is a list (necessarily incomplete) of characteristics that help to make a good speaker and of others that hinder. Analyze your own speaking habits according to it. It is possible to "step up" strong characteristics and to tone down, or eliminate, undesirable ones.

FAVORABLE HABITS

Appearance neat
Appearance cheerful, friendly
Appearance colorful, striking
Interested in hearers
Communicative

Alert, active
Conversationally natural
Expressive
Forceful
Varied in manner
Clear thinking
Pleasant, well-rounded voice
Precise, clear utterance

Erect, poised bearing
Smooth action

Sincerity
Enthusiasm

UNFAVORABLE HABITS

Untidy appearance
Grim, pessimistic, angry, surly
Drab, colorless
Interested in self
Indirect manner and thought:
eyes looking out of the window
or down at the floor
Insufficient energy
Oratorical
Monotonous, colorless
Lacking "punch"
"Flatland speaking"
Ideas muddled
Thin, harsh, hoarse voice
Poor enunciation; "uh's" between words
Slouchy position and action
Jerky movements, lacking purposiveness and meaning
Coldness, indifference
Uninterested manner

SPEAK WELL—AND WIN

FAVORABLE HABITS

Good vocabulary	
Grammatically correct	
Vivid, colorful diction	
Good illustrations	
Charts, etc., well used	
Activated and activating	
Good command of topic	
Reputation for success, know-how	
Reputation for honesty, etc.	
Courteous to chairman, opponents, hearers	
Unperturbed by "static"	
Appropriate in manner and thought to the occasion	
Quits on time	
<i>Persuasive</i> attitude	
Command of motive appeal	
Modest but compelling	

UNFAVORABLE HABITS

Limited, inaccurate, or trite words	
Overprecision or too many errors	
Lack of pictorial words	
Too many generalities	
No charts although needed, on charts poorly drawn and shown	
Not sufficiently alive; not enough attempt to activate hearers	
Superficial, inaccurate speech	
Record of relative failure	
Known to be too clever or slightly unethical	
Irascible, "high-hat," or too easily hurt	
Flustered by interruptions	
Makes speech whether audience likes it or not; makes "breaks" of taste; offends special feelings of group	
Runs away over time	
Combative, argumentative, dictatorial	
Doesn't think of the other fellow	
Arrogant, pedagogical, depending on authority rather than on appeal to interests	

. . . complete the lists for yourself! What *you* like in speakers and speeches is very probably what others will like; what you dislike is probably what others dislike.

It is a trite statement, but a true one: every speaker has room for improvement. Check your own speaking against the list given above. Then really *work* for improvement!

SPEAK WELL—AND WIN!

Effective speaking opens all doors for its master.

It enables him to influence others in everyday conversation.

It sells his views before committees and boards.

It sways the minds of men for him in public meetings.

It builds self-confidence, sharpens the thinking processes, develops personality.

It confers the qualities of leadership.

Through it, come success, fame, and the joy of service and accomplishment.



This book has tried to point the way.

It has marked out the fourfold path: communicate, illustrate, motivate, and activate.

May you find its suggestions useful as you go forward to achievement.

SPEAK WELL—AND WIN !

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